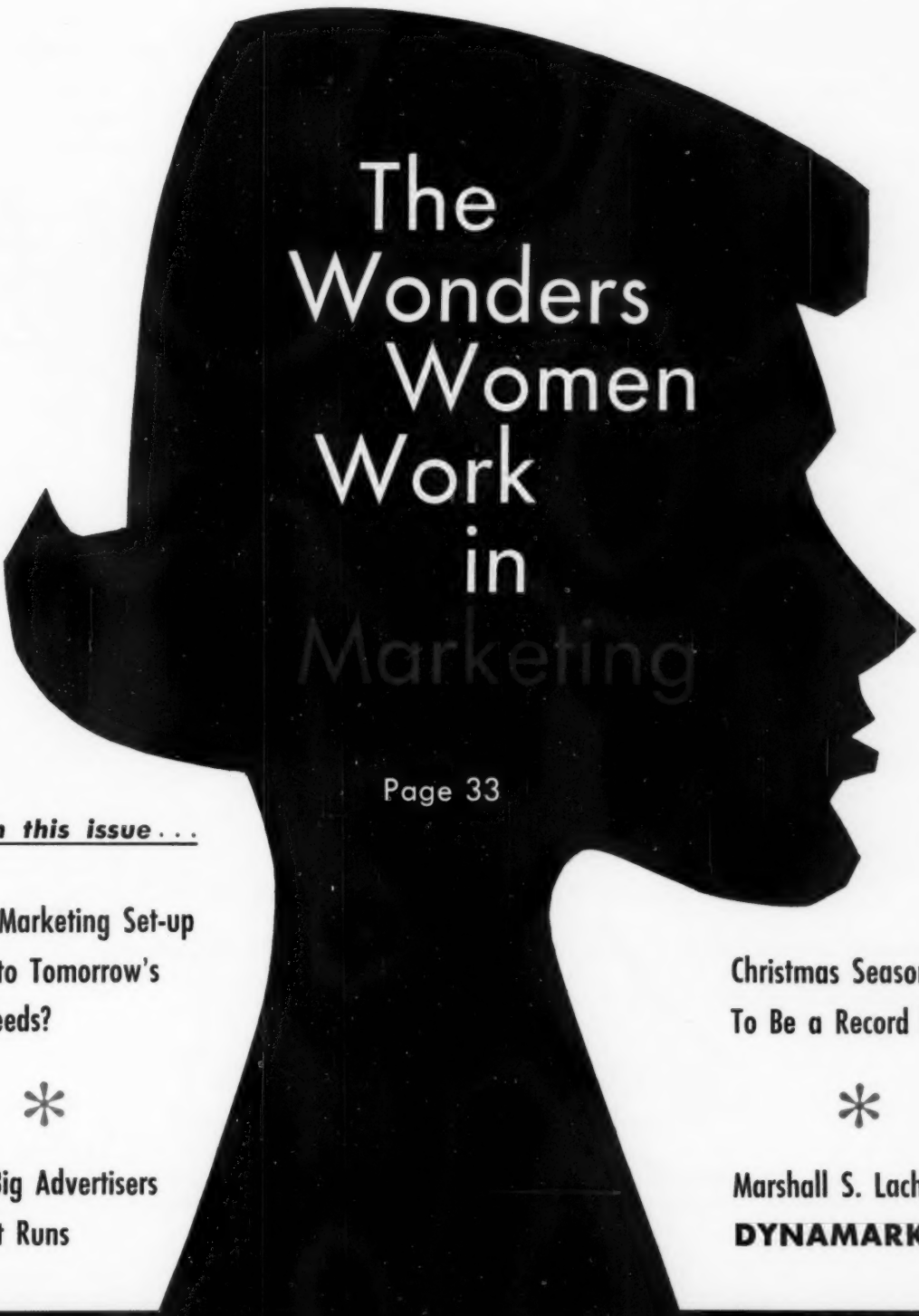


Sales Management

THE MAGAZINE OF MARKETING



The Wonders Women Work in Marketing

Page 33

Also in this issue...

Is Your Marketing Set-up
Geared to Tomorrow's
Sales Needs?



How 5 Big Advertisers
Use Split Runs

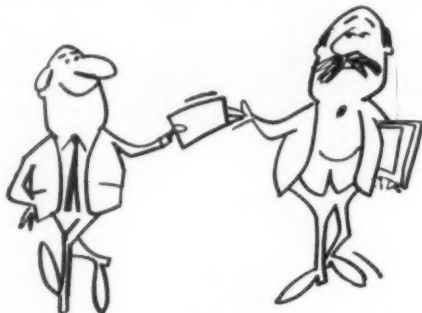
Christmas Season '59
To Be a Record Breaker



Marshall S. Lachner —
DYNAMARKETER



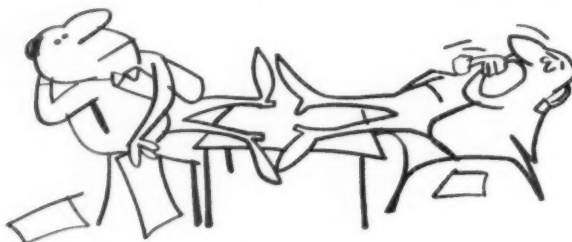
"Jones, let's give the salesmen some real inspiration this year . . . do something really different."



"Johnson, let's do something new sometime at a sales meeting."



"Smith, we'd better start working on another sales meeting preparation."



"Biggs, get going on the sales meeting. Use last year's routine as the guide."

There's been a lot of enthusiasm lost along the way. And the pity is that the lack of enthusiasm will probably carry right over to the salesmen coming in for training. There is a way, however, to capture top level thinking and pass it on intact. Our business is to help you do the job. For complete details contact

The **JAM HANDY** *Organization*

NOTHING SELLS PRODUCTS AND IDEAS LIKE **IDEAS**

MOTION PICTURES • DRAMATIZATIONS • PRESENTATIONS • VISUALIZATIONS • SLIDEFILMS • TRAINING ASSISTANCE
CALL NEW YORK, JUdson 2-4900 HOLLYWOOD, HOLlywood 3-2321 DETROIT, TRinity 5-2450 DAYTON, ENterprise 6280 PITTSBURGH, ZEuth 0143 CHICAGO, STate 2-6757

the slipsheet

For Issue of Oct. 2, 1959

an informal "f.y.i." before you read the issue

IF WE HAD THE TIME, we'd have tied a ribbon around this issue and delivered it to you personally. That's because with this Oct. 2 number, several topical, fresh, lively innovations make their debut.

You'll see a variety of makeup changes, for one thing. These changes have dual value, give readers greater visual inducement to pause, give advertisers greater flexibility in positioning.

Architecture of the magazine changes in this way: The old 32-page front-of-book form is now replaced with a 64, making available to advertisers 9 spreads and 19 single pages in up-front preferred positions.

Within the "first 64," you'll discover a 10-page feature editorial package, a 16-page section of departments, some of them brand new--utterly different in editorial perspective from anything you can find in the so-called advertising publications (that's largely because Sales Management is edited for sales-minded executives).

There's preferred-position space within the "golden 64" for three-dozen advertisers, and they'll have elbow-room to create their own excitement.

Now, get acquainted with a new department, page 59, called "Dynamarketer." Each issue a Mr. Dynamarketer will be profiled because he has earned the recognition--in terms of his ability to innovate, drive, make the sales world rattle. More often than not, he'll be president of a national organization. Our first choice is Marshall Lachner who is making big news with Babbitt.

Turn next to our Marketing Newsletter, page 53, also brand new. Zeroed in for our kind of people, who eat, sleep, think and manage sales. Nothing here, you'll note, for the youngster in graphic arts. It's topical and look-ahead.

Now swing to back-of-the-book, page 134. Here you can relax a bit with the "Call Report." A colorful slice of marketingese.

There's more. But let's end this note right here, so you can settle down with what may very well be one of the working-est issues in our 40-year history. They've been fairly successful years, but we remain (happily) dissatisfied.

#

Sales Management

THE MAGAZINE OF MARKETING

630 THIRD AVENUE • NEW YORK 17, NEW YORK

YUKON 6-4800

The Publishers

"the slipsheet" is included only in complimentary copies.

Catch 'em when they're ready to buy!



The first rule for catching people when they're ready to buy is: "Tell your sales story to people with money to spend." Next rule: "Tell it in an atmosphere that creates enthusiastic response." Better Homes and Gardens Idea Annuals attract the kind of readers who can afford to spend and are ready to buy. And every page is crammed with the kind of ideas that motivate sales!



1960 ISSUE CLOSES:
November 16, 1959
ON SALE: JANUARY 19, 1960
RATE BASE: 165,000

One-volume guide to home building and remodeling—especially timely this year when home building activity is again on the upswing. You reach active, immediate sales prospects in these pages.



Closes: October 15, 1959
 On Sale: December 22, 1959
 Rate Base: 225,000



Closes: December 15, 1959
 On Sale: February 18, 1960
 Rate Base: 135,000



Closes: June, 1960
 On Sale: August, 1960
 Rate Base: 165,000



Closes: July, 1960
 On Sale: September, 1960
 Rate Base: 450,000



Closes: August, 1960
 On Sale: October, 1960
 Rate Base: 550,000



MEREDITH OF DES MOINES...

*America's biggest publisher
 of ideas for today's living and tomorrow's plans*

Sales Management October 2, 1959 1

3rd
IN PENNA.

42nd
IN U.S.A.

GROCERIES!

SINGLE MARKET
SINGLE MARKET
SINGLE MARKET
SINGLE MARKET

APPLIANCES!

SCRANTON

| SINGLE MARKET |

WILKES-BARRE & HAZLETON

SINGLE MARKET

NOTE: SINGLE MARKET SINGL
NGLE SINGLE MARKET SINGL

PHARMACEUTICALS!

**DISTRIBUTORS AND CHAINS
SERVE THE TWO AREAS
by SINGLE WAREHOUSING!**

* **\$168,345,000.00
IN FOOD SALES!**

* TOTAL OF LACKAWANNA AND LUZERNE COUNTIES IN
SRC'S CONSUMER MARKETS... MAY, 1959

**COUNTY MARKERS MELT AWAY UNDER
MODERN METHODS OF MARKETING!**

ONLY

The Scranton Times

Lackawanna County
LUZERNE COUNTY
Scranton

**GIVES YOU THE MOST DOMINATING
COVERAGE IN LACKAWANNA COUNTY!**

Sales Management

THE MAGAZINE OF MARKETING

October 2, 1959

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HIGHLIGHTS

SPLIT-RUN KALEIDOSCOPE

In purpose—as well as actual plan—the increasingly popular split-run ad suits an endless variety of patterns. Note the diverging aims of five typical heavy advertisers in their successful exploitation of splits. **Page 69**

YEAR WILL END ON NEW SALES HIGHS

The future looks bright to SM's Future Sales Rating Board, which gives most of the 116 industries listed in its quarterly tabulation, ratings of four stars or better. High ratings are based on strong financial condition of U. S. business as well as record-breaking population with higher than ever spendable income. **Page 94**

MARKETING'S PETTICOATED WIZARDS

He who would understand a woman, heeds the words of other women. Capitalizing on this theory, such giants as General Mills, General Foods, Du Pont and Corning Glass are making big use of the female point of view in marketing planning. **Page 33**

FOR SMOOTH TRANSITION TO TOMORROW . . .

Even if your present marketing organization runs on well-oiled casters, you may not be set up to incorporate tomorrow's new product lines and attendant increased selling functions. That's why The Nestlé Co. has revamped to an organizational plan with built-in expansion features. **Page 40**

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SELL
a quarter of
a million big
consumers
of prestige
products
and
services

Doctors are a class
market by themselves . . .
successful businessmen
...influential community
leaders ...sportsmen
... better home owners
... extensive travelers.
Their buying decisions
are often made on the
quality products and
services they see
advertised in the
AMA News.

**sell a quarter
of a million
doctors
every other
week
in...**

THE

**AMA
NEWS**

published by the
**AMERICAN MEDICAL
ASSOCIATION**
535 North Dearborn Street,
Chicago 10, Illinois
475 Fifth Avenue,
New York 17, New York
1919 Wilshire Boulevard,
Los Angeles 57, California

Best




for PRESENTATIONS

OPTIVOX

LIGHTWEIGHT PORTABLE EASEL

Here's the adaptable easel—29" x 39½" steel board, finished in "rite-on" green—may be used as chalk board, chart board or magnet board; converts from 70" floor use to table model. Completely portable—weighs 17 lbs. **Only \$44.95**

Carrying case and lamp fixture extra.



PIXMOBILE PROJECTION TABLE

There's space for all your materials on this easy-to-roll table with sponge rubber pad on top shelf. Has 4" swivel wheels (two with brakes) that hold on incline. Several models and heights. 42" table only \$32.95.

Write for Literature and Dealer's Name. Some Dealer Territories Still Open. Write...

THE ADVANCE FURNACE CO.
2310 EAST DOUGLAS WICHITA, KANSAS

New HEINN service gives you



Heinn now offers you a complete line of custom-styled binders and indexes, at a wide range of prices. No matter what you need, Heinn's improved manufacturing facilities guarantee immediate production of the one binder that's right for your job. Prices are low to moderate, depending on your preference in workmanship and materials. Ask for a quotation — and you'll be Heinn's next customer!

SPECIAL...
Send for your free sample of Heinn's presentation covers.

The **HEINN** COMPANY
Sales Zone 7-J
326 WEST FLORIDA STREET
MILWAUKEE 4, WISCONSIN 4004

Sales Management

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

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ADVERTISING SALES—Offices and personnel listed in Advertisers' Index



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of
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Publications



National
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Publications

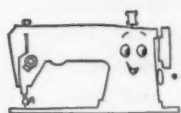


Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated **PROGRESS**, is published the first and third Friday of every month except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y.

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Copyright, Sales Management, Inc., 1959



..... **LISTEN, CHARLIE... PEOPLE BUY IDEAS!**

You can't *feel* ideas.

They live in the tiny curlicues of a man's brain. And occasionally, in a woman's brain. (These are called "notions.")

Without ideas, our world would clunk to a halt.

A good idea can make a good product even better. It can take a hard, precise, metal-made thing like a

sewing machine, for instance and make it different in a woman's mind.

Make it be a dance in a rustling ballgown, maybe, or a soft little baby's shirtwaist. Make it be something a woman has to have.

People don't buy things just to eat, or wear or ride in anymore, Charlie. People buy *ideas*.

YOUNG & RUBICAM, Advertising

New York • Chicago • Detroit • San Francisco • Los Angeles • Hollywood • Montreal • Toronto • London • Mexico City • Frankfurt • San Juan • Caracas • Geneva

Sales Management October 2, 1959 5



PREDICTION: October will be another record month in Kalamazoo

The impetus of expanding employment and consumer spending is pushing retail sales at a rate of more than 10% above the all-time high of 1958. (1958 was up 15% from 1957.)

If you want to reach a few sales peaks of your own in Southwestern Michigan you'll

need the advertising medium proven most effective by over 500 retailers.

Kalamazoo Gazette editorial responsibility develops respect, welcome and believability which creates the finest advertising environment.

"The daily newspaper is the total selling medium"



KALAMAZOO GAZETTE

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, MUrray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, SUperior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, SUtter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper

Expect More Bare Knuckle Selling

The Mona Lisa smile in American Motors' full-page newspaper advertisement gracefully set the scene for some of the toughest-talking, competitive copy that has appeared from a major advertiser in many a moon.

Rambler, for example, declares without a softening word:

"The senseless competition for ornate design, with its attendant fast depreciation, for excessive size, for unusable power, for wasteful operating expense, is coming to an end."

Rambler's crusading president, George Romney, rubs in on Ford, Chevrolet, Chrysler with:

"A good new car cannot be built in a year or two, no matter who tries."

If that talk is not plain enough, how about this:

"We will not deliberately make exterior changes just to obsolete owners' earlier models. We will avoid the extreme, the radical, the gross and the tiny."

The auto industry, traditionally, is such a pace-setter that we suggest this new kind of plain, blunt, competitive talk merits attention of sales executives in all fields.

The way that Chrysler, Ford and Chevrolet have been beating each other over the head in some advertising, in press conferences, and in letters, over the front- and rear-engine designs of the new small cars, indicates that they believe the public is ready for rough-and-tumble statement of product claims.

George Romney has promoted Rambler into its remarkable position because he dared to challenge the status quo. He has proved that the independent can survive and profit by being different, rejecting "me-tooism."

Another very live "ghost," as he describes himself is Charles Gibson, Jr., president, Gibson Refrigerator Co. Division of Hupp Corp. "You realize that just a couple of years ago some of our full-line competitors were saying," said Gibson, "that the independent specialists would never survive. If you follow their thinking, the Gibsons, the Maytags, and the other independents aren't supposed to be here."

Charles Gibson's tough talk is not aimed so much at the consumer, as in the case of Rambler, but at the people in his distribution set-up.

"We have found that thoughtful dealers everywhere resent

YOUR MARKETS ARE CHANGING NOW!



NEW products and
processes are creating ...
NEW sales
opportunities every day!

Details? Send for complete
Media Data File and
"Your Markets Are Changing"

P.S. IEN will find all new,
and cover all old,
markets for less
than \$200 per month.

Industrial Equipment News
THOMAS PUBLISHING COMPANY
467 Eighth Avenue, New York 1, N.Y.
Affiliated with Thomas Register
PRODUCT INFORMATION HEADQUARTERS



Magnum Photo, by Betty Elliott

What makes a newspaper great?

Valerie Elliott, aged 3½, is going fishing with her father's murderer.

Valerie is the daughter of one of five American missionaries speared to death in 1956 by savage Aucas Indians in the jungles of Ecuador. Last year she went to live in that same jungle with her widowed mother and the sister of another of the dead men. The women's purpose: to teach the Gospel to the very Indians who killed their loved ones.

Recently, for the Minneapolis Sunday Tribune, George Grim went to the jungle's edge to obtain the dramatic story from these women—a story of their surpassing courage and its impact upon the pagan, primitive Aucas. "Faith Beyond Fear" by George Grim gave Upper Midwest readers a first person look at this tale of 20th Century faith triumphant over Stone Age barbarism. So moving was this unique picture-story report with George Grim's text and Cornell Capa's pictures that major newspapers from California to Massachusetts have brought it to their readers, too.

George Grim is an unusual newspaperman. Mild-mannered, informal, deceptively relaxed, he has tracked down front-page news items and heart-warming feature stories in almost six dozen countries. His on-the-spot reports have ranged from this story of Christianity in the Ecuadorian jungle to the hanging of Mussolini in Milan. He has described with equal fluency the breath-taking beauty of Brazil's hidden Iguassu Falls and heart-wrenching squalor among the peasants of China's Hunan province. And in between trips, he writes with equal sensitivity of his neighbors in a daily column, "I Like It Here."

George Grim is forever finding new people, places and things to write about. His energy, exuberance and fast-paced, knowledgeable reporting of affairs both global and local have won an enthusiastic following among his readers. Like so many of the men and women who staff the Minneapolis Star and Tribune, Grim brings an undeniable something extra to his job—one major reason why these two good newspapers have won the regular readership and responsive regard of an entire region: the 3½ state Upper Midwest.

Copr., 1959, The Minneapolis Star and Tribune Co.

Minneapolis Star and Tribune

EVENING

MORNING & SUNDAY

640,000 SUNDAY • 500,000 DAILY

JOHN COWLES, President

the implication that all they provide is a physical layout, that they must be taught how to sell, or that selling isn't important any more because the consumer is already pre-sold when she enters the store. . . . A skillful salesman can switch eight out of ten customers that come into the shop."

Mavericks, as Kaiser Aluminum has found out with its ABC television show, have a firm place in the hearts of competitive Americans. Just when it seems that the conformists will run everyone else out of the market place, a Maverick Romney or a Maverick Gibson comes along and picks up quite a crowd.

Management Myth No. 1

"How's business?" is the weakest way a salesman can start a conversation with a prospect. But we know many a prospect who pulls a switch and throws "How's business?" at the salesman.

The salesman who answers, "Lousy," or "Pretty good," or "Couldn't be better," usually is talking about his own sales. The prospect, however, usually is interested in how well the salesman's company as a whole is doing.

How capably a salesman can answer, "How's business?" depends largely upon the information supplied to him by his company.

Prospects look for sales trends. The salesman is respected for his knowledge of his company and his industry. He is a good man to ask, "How's business?"

In general, industry is now in a boom. However, there are downs with the ups. If your company is doing well, even though the industry may be off, your salesman can gain sales mileage by having the facts. Even a salesman who is not doing particularly well in his territory can benefit by describing his company's happy sales position.

When you supply, as sales tools, information on your current sales situation and your guesses as to its future, you will find your salesmen intensely interested.

"Myth No. 1 that limits management's ability to communicate," according to Opinion Research Corp. of Princeton, N. J., is that "most employees aren't interested in their company—only in trivia or news about themselves and their friends."

Dr. Gallup's organization asked employees in three companies what they would like to read about in a management letter. The majority in each case voted for "business prospects—for my company." If all plant and office employees are that interested in their companies, isn't it fair to assume that salesmen are even more deeply interested?

And that salesmen can make effective use of the information you supply them about your company and your industry.

MEETING COMING UP?

Here's a Pack of Ideas

Handy, pocket-size booklet contains reprints of some of the most popular articles on meeting planning that have appeared in *Sales Meetings*.

32 pages—more than
14 articles

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What I've Learned from My
11,000 Speaking Engagements
Put Small Groups to Work for
Idea Developments
Guided Conference: Good
Substitute for Skilled
Leadership
Why Doesn't Brainstorming
Always Seem to Work?
Buzz-Write Workshop Insures
Participation
A Conference Is a Contest—
Do You Win Or Lose?
If It's Worth Saying It's Worth
Reporting
How Bankers Become Good
Speakers
43 Ways to Excite Interest in
Your Meeting Objectives
For the Modern Meeting
Planner: Guide to Styles,
Groups, Methods
Good Audiences—Made Not
Born
It's Real Work to Plan
Women's Activities
Your Planning On-the-Spot
Program Change Is Valuable
How to Get the Most
Out of Hotel Service

Send 50 cents in coin for
"Meeting Planners Hand-
book" to:

Readers' Service Dept.

SALES MEETINGS

1212 Chestnut St., Phila. 7, Pa.

Special interest magazines



get **ACTION!**

**The proof of action
lies in repeat sales —**

➔ *"Our promotion in
your September issue
was so successful that
we expect to run it
every year from now on."*

When fashion-conscious Robert Powell Johns and fashion-conscious *Town & Country* get together on a sales promotion, the results are enviably productive. To the quotation above, Mr. Johns adds: "*Town & Country* has played a very important part in our growth and in the development of our prestige position in the market."

And such is the experience of the many other advertisers who appeal to the privileged circle of *Town & Country* readers—an audience that is dedicated to gracious living, and has money to spend on quality products.

"Our recent advertisement of a sealskin coat in *Town & Country* was most satisfactory. We have received approximately 40 inquiries and have already sold many coats," writes Esther Dorothy, Inc. And from Maurice Renter, Inc.: "Our double-page ad has brought literally hundreds of telephone calls from retailers and consumers about the price and source of the clothes."

Reader interest the key to ACTION

What is true of *Town & Country* is true of all Hearst Special Interest Magazines. Each is edited for a specific audience, with an intimate understanding of the reader's special interest—whether it be home-making or fishing, fashion or fiction.

There is no waste here. Each magazine fits its market as a key fits its lock. And because they speak a common language, share a common interest, advertising and editorial matter work in tandem—to create sales impulse at the local level.

So if you're looking for *action* in terms of sales, remember: Advertising works hardest where interest is greatest. And the circulation of the 13 Hearst Special Interest Magazines is measured not alone by numbers, or by geographical distribution, but by *intensity of interest*—the true measure of prospective buyers.

BAZAAR	SPORTS AFIELD	MOTOR	COSMOPOLITAN
SCIENCE DIGEST	POPULAR MECHANICS	American Druggist	Bride & Home
House Beautiful	Good Housekeeping	NEW Medical Material	MAJOR BOATING

Hearst Magazines Get Action!

Six Keys to Profits Through Action

- Hearst readers are prospects, not just suspects
- Advertising is focused where interest is keenest
- Editorial and advertising content work together
- Editorial integrity lends prestige to advertising
- Each Hearst Magazine is an authority in its field
- Hearst readers are sold—only need to be told

from the desk of
Richard H. Frey
 Vice President-Sales

Hollywood Beach
 hotel/golf club
 hollywood/florida

To: Howard Ganek,
 Director of Advertising

Please advise our ad agency to eliminate all superlative-type adjectives in describing the Hollywood Beach Hotel. I realize they're applicable, but the public is fed up with such terms.

Let's use down-to-earth language to say that the Hollywood Beach offers more to anyone interested in sales meetings and conventions, sales incentive contests, seminars, directors conferences and just plain vacationing.

I feel that the combination of unadorned facts and our reputation will do the trick.

Dick

**Top Specifier of
 PLUMBING
 EQUIPMENT
 is the
 CONSULTING
 ENGINEER**

The consulting engineer is your key to a greater share of the market for plumbing equipment used in commercial, industrial and institutional buildings.

An independent survey, just completed, shows that 70.2% of the consulting engineers we serve have from 70% to 100% responsibility for specifying the brand of plumbing equipment (faucets, fixtures, flush valves) on projects they handle. Complete findings available. Write for "Plumbing Equipment Research Report". You may be sure your competitors will!

**CONSULTING
 ENGINEER**

Wayne near Pleasant Street
 St. Joseph, Michigan

*Sell the Men Who
 Write the Specifications*



After Coffee,

What Next for Minute Maid?

Now Minute Maid Corp. is supplying two beverages for the consumer's breakfast table—coffee as well as citrus juice. And chances are good that Minute Maid's President John M. Fox, having just bought into the coffee business, will add more items to this menu in the future. Moreover, in the long run, he'll probably be serving them here and abroad.

"Minute Maid's plan," declares Fox, "is to become a large factor in the food business." He adds: "We hope this coffee company will not be the end of our acquisitions, but we have no other specific plans at present."

Fox's recent acquisition is Tenco, Inc., of Linden, N. J. Tenco blends, packages and distributes instant coffee on a worldwide basis, and packs private-label brands of coffee for food chains and regional roasters.

Disclosing more of MM's policy, Fox says: "There is real merit in a diversification when the new company meshes with our manufacturing, research or sales picture.

"Both coffee and citrus juices are convenience foods and breakfast items . . . Tenco's research is similar to Minute Maid's—aimed at preserving the naturalness of the original product . . . Both companies depend on food chains as vital customers . . . Tenco's plants in Central America, Canada and Germany should help Minute Maid open up foreign markets for citrus drinks."

Fox, recently returned from a European tour, talks enthusiastically about the overseas market. "Europeans have a taste for citrus products, probably more so than Americans. There's a great opportunity in Europe to sell citrus drinks, and Minute Maid hopes to take advantage of it."

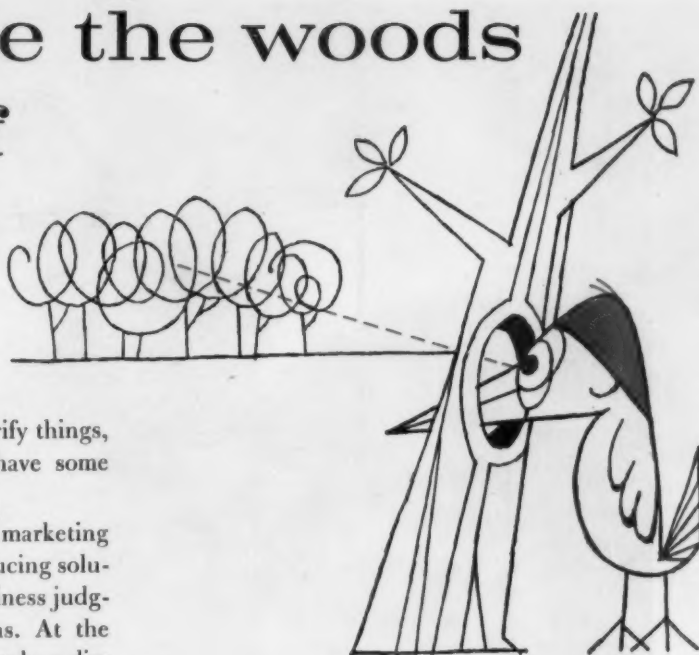
Tenco also gives MM "stability in our overall earnings picture," says Fox. "The coffee business balances out the risks of the citrus business and brings us attractive profit margins." Tenco adds \$35 million a year in domestic sales to MM's \$100 million. Tenco's earnings are undisclosed, yet "quite good." MM earned \$4.5 million last year, but lost \$2.5 million in 1957 when a three-year try to operate Snow Crop, a frozen fruit and vegetable company, ended in near disaster. Now wiser, Fox comments: "You must take a long look at an acquisition before you leap."

His long look at Tenco showed that "the coffee business still offers a lot of growth—both through population increases and through converts to coffee drinking. This dynamic company offers us diversification with few risks."

Fox has no plans to integrate the two companies' marketing organizations. MM sells through brokers (SM, July 17, page 56); Tenco sells directly from plants to food chains or roasters. Tenco will be operated as a wholly owned subsidiary.

MM intends to stay in the private-brand corner of the instant coffee business. "Before we plunge into an advertised brand, we would want uniqueness of product, of package and of advertising. We just don't have any such plans now." But, it's quite clear that Jack Fox has many big plans for Minute Maid.

How to see the woods in spite of the trees



Marketing research is supposed to clarify things, not confuse them. Yet many people have some pretty confused mental pictures of it.

There are those, for instance, who see marketing research as an automatic method of producing solutions to problems, as a substitute for business judgment, a way to avoid making decisions. At the other end of the spectrum are those who take a dim view of marketing research as so much expensive hogwash, a kind of legal swindle.

Both kinds of people are missing the tangible benefits which could come to them out of a clearer view of what marketing research is and can do.

Marketing research is, of course, nothing more or less than an organized way of getting information. It can develop facts and conclusions which will help minimize errors in marketing judgment. Rightly used, it is a profitable investment. Wrongly used, it is a waste of money.

While there is no pat formula for making marketing research pay off, there are a few fundamental steps which go a long way in that direction.

First: Know what you *don't* know. That is, isolate and define the areas where you really need information on which to base decisions. (Make sure that the "needed" information doesn't already exist in your company files. This happens.)

Second: Evaluate results *realistically*, facing the bad along with the good. Don't shade them to confirm a preconceived idea. Much of the value of research lies in the honesty of its interpretation.

Third: *Do* something about it. Too much research is looked at, then filed. And use the results *creatively*, to make better advertising or better salesmen or better distribution or a better product—and more profit.

Our affiliate organization, Marsteller Research,

Inc., works with many of our advertising clients, and is also retained by a number of companies that are not our clients. Marsteller Research people are experienced in a broad range of projects including the formulation of basic marketing policies and methods, the exploration of new markets, evaluation of sales performance, market and sales potentials, new product introductions, and many others. They have helped several companies organize marketing research departments of their own.

Whether or not you have an immediate need for marketing research, you might find it helpful, for future reference, to know more about how this research organization goes about its job. We'll be glad to send you a booklet called, "Questions and Answers about Marsteller Research, Inc."

Marsteller, Rickard,
Gebhardt and Reed, Inc.

A D V E R T I S I N G

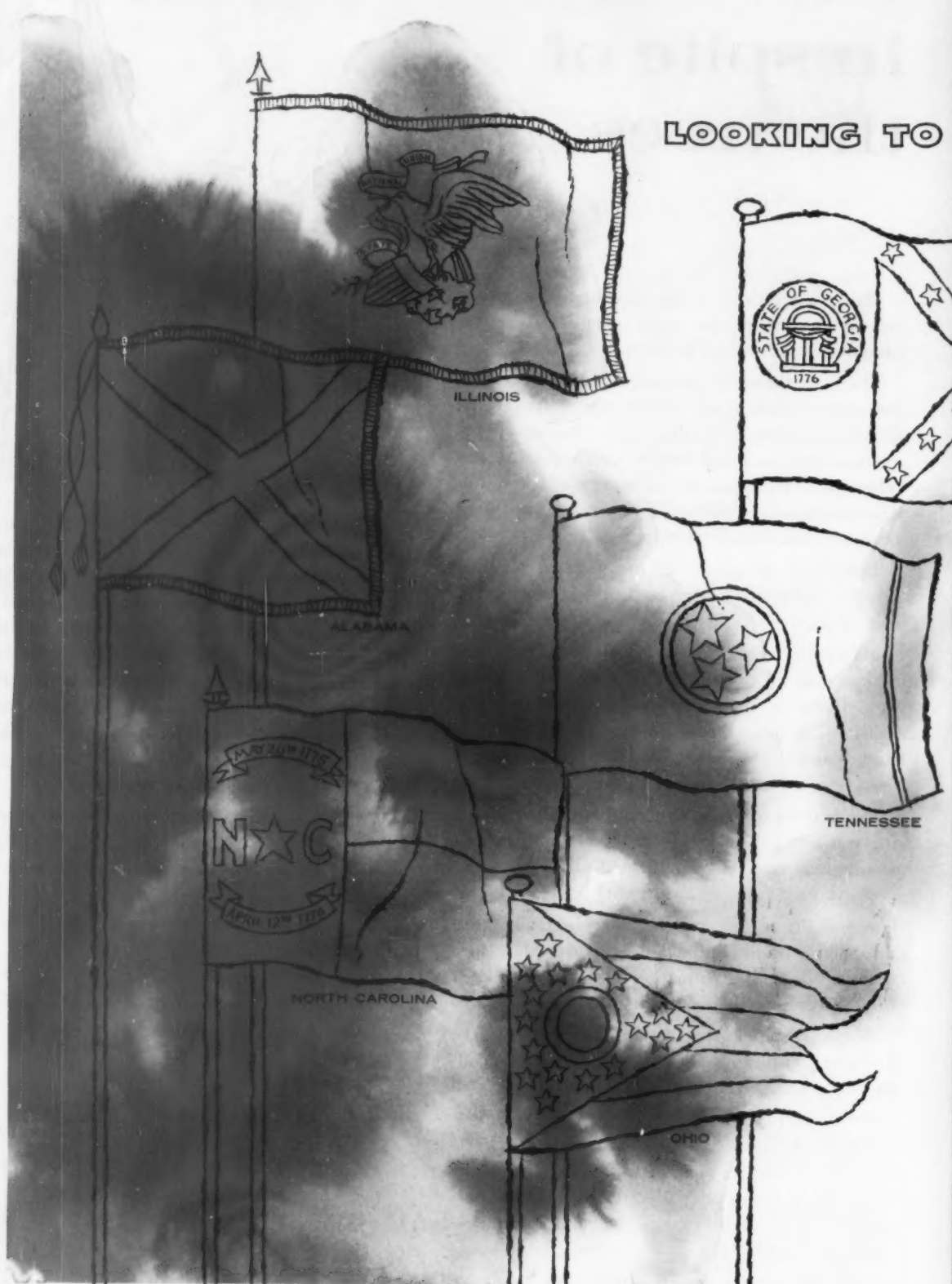
NEW YORK • PITTSBURGH • CHICAGO • HOUSTON

AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.

MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

Sales Management October 2, 1959 13



LOOKING TO

ILLINOIS

ALABAMA

TENNESSEE

NORTH CAROLINA

OHIO

OUR BANNERS...



GEORGIA

The flags of 9 great States fly over a part of America called WLW TV-and-Radio Land.

And the Crosley WLW Stations have tried to be good citizens under these 9 State banners—thru service to their communities.

For it has always been the principle of the Crosley Broadcasting Corporation that a Television or Radio Station must be truly a good neighbor in its community — by performance and leadership in entertainment, religion, education, news, safety, health, civic and charitable causes, fine arts, and for the fundamental freedoms of our Nation.

The WLW Stations pledge continued service—unfurling progress and patriotism before them for the 20 million people of these communities. This is our Pride and our Privilege!

the dynamic WLW Stations:

WLW-D
Television
Dayton

WLW-C
Television
Columbus

WLW-T
Television
Cincinnati

WLW-A
Television
Atlanta

WLW-I
Television
Indianapolis



CROSLEY BROADCASTING CORPORATION

WCO



INDIANA

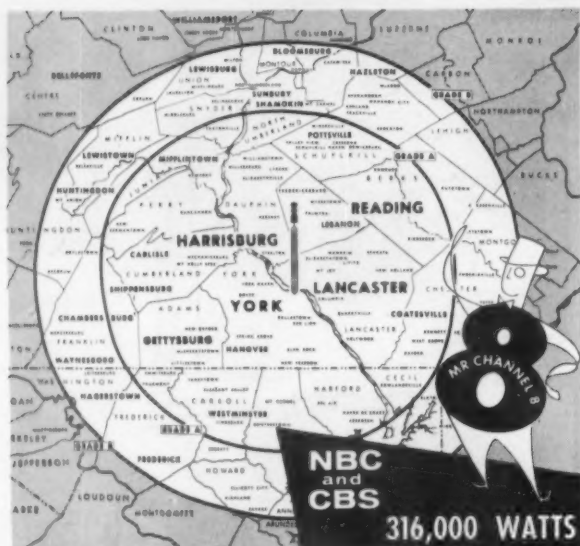
KENTUCKY

WEST VIRGINIA

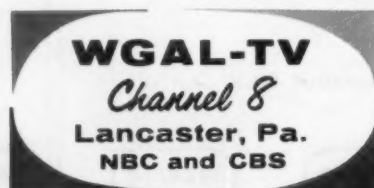


LANCASTER, PA.

First and foremost with advertisers, with viewers—in America's 10th TV Market. The WGAL-TV audience is greater in this rich coverage area than the combined audience of all other stations—ARB and Nielsen.



America's 10th TV Market



STEINMAN STATION
Clair McCollough, Pres.

Representative: The MEEKER Company, Inc. New York • Chicago • Los Angeles • San Francisco

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

TV Follows the Shopper

Point-of-purchase advertising has achieved a new dimension. Or, rather, it will on Nov. 1 when WNTA-TV starts beaming its daytime programs — complete with commercials — into 400 super markets in the New York Metropolitan area.

The housewife, wheeling her cart through the brand-lined aisles, will be exposed to as many as eight TV screens — plus perhaps ten satellite speakers. It's possible, say the station managers in speaking of their Storevision, that your spot commercial would reach the shopper at the exact moment that she is debating whether to buy your product or the one with the red label.

There's a 10-second time limit on each commercial. Just enough time for the advertiser to remind the consumer to buy his product. But, the minimum ad schedule, calling for 54 such announcements per week, guarantees one message an hour, nine hours a day for six days. Cost: \$2,180. But "charter" advertisers get a 50% discount.

WNTA-TV will conform to the industry code and have no more than 12 minutes of commercials per hour. The 10-second limit, however, would permit 72 ad messages every 60 minutes.

Prospective advertisers, naturally, are sellers of foods and beverages, plus makers of the many houseware products now sold in supers. There are an estimated 5 million shoppers per week in these stores during the broadcast hours. In addition, television receivers will be set up in 300 self-service laundries and other high traffic locations, including store windows. Store owners will receive rent from the TV station.

The 54-hour schedule of live programming, known as "Day Watch," includes news, music, time and weather reports, food and household hints, beauty helps, fashion vignettes, sports news and public service messages.

There will be kiddie programs, including champ chimp J. Fred Muggs, that might serve to delay Mom in the super market somewhat over the 23 minutes she is supposed to spend in her average store visit.

Advance in-store testing by Storevision, a division of National Telefilm Associates, the parent of WNTA-TV, showed sizable increases in the sales of various products advertised.

Stations in nine other cities have been licensed to present the "Day Watch" program and other negotiations are now going on.

Your Face in Public

The corporate image is getting a lot of attention today. One visible part of that image—your trademark—is frequently the most abused. If your corporate symbol is to be really effective, says industrial designer Walter Landor, it must have six essential qualities:

- **Uniqueness** — in design or in the way the symbol is used.
- **Appropriateness** — to the product it represents.
- **Power to communicate** — in the most direct way, with force and impact.
- **Flexibility in use** — whether seen large or small, in two dimensions or in three, center or off-center, in black and white or color.
- **Afterglow** — the memorability of the symbol, the feeling that lingers on after it is seen.
- **Timelessness** — that magic quality of looking as good tomorrow as today.

Since the meaning of visual symbols in the consumer mind is in a constant state of flux, continual research is vital if you want to remain in good visual communication with the consumer.

(continued on page 18)

Consider for a Moment . . .

. . . This fall, there will be an 80% increase in the supply of small cars in the American market. Can salesmanship create the needed demand?

. . . In less than five years, more than 700,000 new incorporated businesses have been started. Each one is somebody's new customer.

. . . On any given day, 3.5 million Americans can be found at least 100 miles away from home. Statistically speaking, this means that the "average" person is out of town one day every seven weeks. What can you sell to travelers?

Industrials Go Rural

There's a change taking place in markets that's triggered by the endless trek of industrial plants to rural areas.

The rapid growth of industry in isolated areas ranks as one of the significant developments of the past decade, with nine out of every ten new plants built since 1950 erected in communities of less than 50,000 population.

How does a new industrial plant affect an area? A moderate-size plant employing 100 persons will create 74 other jobs in the community; it will add \$590,000 to the area's buying power, which will result in \$360,000 worth of retail sales.

Check Your Personal Radar!

Sales executives looking for more profits should get a "two-direction radar system."

This bit of advice comes from Kalman B. Druck, a v-p of Carl Byoir & Associates. He says that one radar screen should be focused on **new product developments** coming out of the research laboratories. The other should continually scan the **retail distribution system** as it is reshaping itself in response to changing consumer living.

The twin forces of research and social change are making tomorrow's markets vastly different from

today's, says Druck. "The challenge to business executives is to devise methods that continually relate these 'readings' to their own everyday product and promotional planning."

Magazines Are Here to Stay

In fact, they have stood up quite effectively under the challenges of, first, radio and, later, television.

As a measure of their success as well as their significance to advertisers, look at some figures worked up by This Week Magazine: The combined advertising revenues of last year's top 24 magazines totaled \$637 million—more than six times the \$104 million collected by the top 24 magazines of 1935.

But nine of 1935's "top 24" have folded or merged. Gone are Collier's, Woman's Home Companion, American, Liberty, Pictorial Review, Country Gentleman, Literary Digest, Delineator and Household.

Ten newcomers, plus Reader's Digest (which didn't carry ads until 1955), have broken into the top 24. The "newcomers" since 1935 are Life, Look, Parade, Newsweek, U. S. News & World Report, Everywoman's Family Circle, Family Weekly, Sports Illustrated, Holiday and TV Guide—all in all, a rather impressive collection of youngsters.

INTERESTING, IF NOT SIGNIFICANT . . .

It took the **telephone industry** 87 years to achieve a circulation of 44 million homes; the **radio industry**, 32 years; and **TV**, only 13 years . . . Demand for **whitewall tires**, which make up 40% of all auto replacement sales, is expected to rise another 10 to 12% in 1960, says Goodyear Tire & Rubber Co.; sales of mud and snow tires will rise 15% . . . A four-story-high stack of **groceries** is now on display in front of the Burlington (Vt.) Free Press building. The promotion is part of the nationwide newspaper salute to the food industry, "Better Meals Build Better Families" . . .

McCall's is



THE

number

1

in total editorial pages
in 4-color editorial pages
in total service editorial pages
in food editorial pages

McCall's today leads the field in presenting the most service, the most reader material in the most attractive 4-color editorial format in the service field. The results? Newsstands sell out issue after issue. Subscription renewals zoom upward, and, beginning in February, 1960, you're guaranteed a new circulation of 5½ mil-

lion (up 300,000). New five-color presses developed exclusively for McCall's make possible a new economy in rates. No increase in cost-per-thousand for 4-color or 4-color bleed pages, as well as no extra charge for bleed. McCall's today is your most efficient advertising buy. Ask your McCall's representative for details.

STARCH

BUYING ACTION REPORT

One point to keep in mind is that the volume feeding operator's *personal* contact with suppliers is mainly through the distributor salesmen. Each man sells hundreds of products. He can't describe them *all*, on every call. So the buyer leans heavily on the product information that good advertisements provide in the magazine that's devoted to his business of buying, preparing and serving food in volume.

they all appeared in **VOLUME FEEDING MANAGEMENT**—the magazine that is *used*.

new...all new—from General Mills
easy fixin'....no mixin'

cobbler cake

serve it often—
a hundred different ways

[illegible]

UNLIMITED VARIATIONS
Many fruit variations are listed on our Cake Mix guide... any General Mid Cake Mix... Double Fruit, Whips, Meringue

Eye Sidel . . . An official makes General Mills Cereals taste a little controversial dinner. Let him up again by

PHONE NUMBER TYP-0000

MAKING COBBLER CAKE IS THIS EASY

Institutional Products Division 

2-Pages • 4 colors • Agency: Knox-Reeves Advertising, Inc., Minneapolis

Head Dietitian — HOSPITAL
 "These cakes looked so attractive that we purchased some of the mix and are baking the cakes in the

Manager — INDUSTRIAL CAFETERIA
 "I have asked the chef to order this mix because it sounds like an easy-to-make dessert."


NEW DISHWASHER DEVELOPMENTS FROM HOBART

NEW two-link unit in spec of standard line

NEW cloud computer

NEW popular machines

NEW compact power scraper... saves water

Hobart 
machines

"I noticed this ad because we are

"I am going to talk to the Hobart salesman about these dishwashing machines."

[illegible]

"I need china for a new school and may look into the china in this advertisement."

'FRYMAX' gives performance and longest

says WATSON GAGG, President, Watson Bros. Company, New York City, Albany

COMPARE PROCTOR & GAMBLE'S ASTOUNDING NEW FRYING DISCOVERY WITH ANY OTHER FRYING FAT!

Proctor & Gamble's FRYMAX with its new unique ingredients, gives you amazing, one hour performance and safety in frying with any other frying product! But that's only one of the many advantages. In addition, FRYMAX is found in a new jar. It quickly sets in the original flavor of food and is a perfect cooking companion. That's why it's called FRYMAX. It's the only frying fat that's as safe as butter, while also in helping thousands of restaurants hold greater economic operations and profitable profit margins!

Does it "FRYMAX" Can it? Yes!

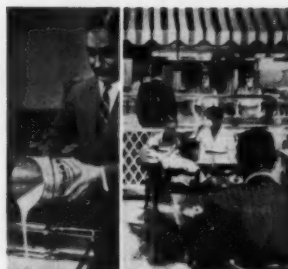
FRYMAX
FOR RESTAURANTS

Contains a new unique ingredient

"METSYL"

Proctor & Gamble's FRYMAX with its new unique ingredients, gives you amazing, one hour performance and safety in frying with any other frying product! But that's only one of the many advantages. In addition, FRYMAX is found in a new jar. It quickly sets in the original flavor of food and is a perfect cooking companion. That's why it's called FRYMAX. It's the only frying fat that's as safe as butter, while also in helping thousands of restaurants hold greater economic operations and profitable profit margins!

us the best possible frying life"



A chef in a kitchen, New York, New York, looking down at a fryer. The fryer is a large, industrial-style fryer with a lid. The chef is wearing a white hat and apron. The background shows a typical restaurant kitchen environment.

Proctor & Gamble's FRYMAX with its new unique ingredients, gives you amazing, one hour performance and safety in frying with any other frying product! But that's only one of the many advantages. In addition, FRYMAX is found in a new jar. It quickly sets in the original flavor of food and is a perfect cooking companion. That's why it's called FRYMAX. It's the only frying fat that's as safe as butter, while also in helping thousands of restaurants hold greater economic operations and profitable profit margins!

RACK-RITE®

DISH HANDLING RACKS



In Rack-Rite, you get the most complete set of dish handling racks. There is a rack for every purpose and every dish. The racks are made of heavy metal, and they are designed to hold dishes of all sizes. They are also designed to be easy to use and easy to clean.

MAINTENANCE
Rack-Rite is designed to be a complete set of dish handling racks. It is made of heavy metal, and it is designed to hold dishes of all sizes. It is also designed to be easy to use and easy to clean.

MULTI-PURPOSE PLANS
Rack-Rite is designed to be a complete set of dish handling racks. It is made of heavy metal, and it is designed to hold dishes of all sizes. It is also designed to be easy to use and easy to clean.

SEEK OUT THE BEST OF THE BEST. SEEK OUT THE BEST OF THE BEST. SEEK OUT THE BEST OF THE BEST.

2-Page, black & white
Agency: Compton Advertising, Inc., N. Y.
Food, Beverage Manager — **HOTEL**
"Have tried 'Frymax' as a result of reading this ad and like it very much."

Manager — **RESTAURANT**
"Although the Proctor & Gamble salesman hadn't been able to sell me on the idea of using this fat, I tried 'Frymax' after seeing this ad and must admit I like it very much."

1-Page • 2 colors • Agency: Flavin Advertising Agency, St. Louis
Food, Beverage Manager — **HOTEL**
"I discussed the racks with the salesman after reading the ad."
Manager — **CAFETERIA**
"I filed the ad and will discuss the racks with the salesman."
Owner — **RESTAURANT**
"I discussed this ad with one of my employees because we need racks."
Manager — **RESTAURANT**
"After seeing this ad, I ordered this rack because I think it will prevent dish breakage."
Manager — **CLUB**
"I am going to send for the price list of these glass racks."

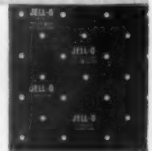


Now! Pie this good in just 5 minutes... for only 2¢ a serving!

with NEW JELL-O CHIFFON pie filling



It's the wonderful new flavor developed by the General Foods Company. It's the new Jell-O Chiffon pie filling. It's the new Jell-O Chiffon pie filling. It's the new Jell-O Chiffon pie filling.



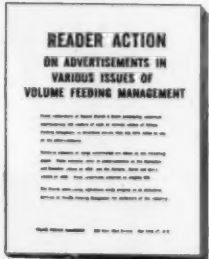
2-side Insert • 4 colors
Agency: Benton & Bowles, Inc., N. Y.

Manager — **CAFETERIA**
"I am going to try this pie filling. It is a product I have not used and the colorful ad took my attention."
Manager — **CAFE**
"I am going to try a sample of this to compare with other chiffon fillings."
Chef Instructor — **VOCATIONAL SCHOOL**
"I am going to bring this to the attention of my students."
Owner-Manager — **RESTAURANT**
"As a result of seeing this chiffon pie filling here, we have tried it and like it very much."

Now...400 servings per hour with instant recovery!



NO OTHER FRYER HAS ALL THESE FEATURES!
TUBES BRINGS FOR BAKY CLEANING!
TUBES BRINGS FOR BAKY CLEANING!
TUBES BRINGS FOR BAKY CLEANING!
TUBES BRINGS FOR BAKY CLEANING!
TUBES BRINGS FOR BAKY CLEANING!
TUBES BRINGS FOR BAKY CLEANING!
TUBES BRINGS FOR BAKY CLEANING!
TUBES BRINGS FOR BAKY CLEANING!



Booklet, free on request, contains all quotes as reported by Daniel Starch & Associates, to date. Gives you a gauge of the selling power of good ads in the right medium.
For booklet, market or media information, write **VOLUME FEEDING MANAGEMENT**, 205 East 42nd Street, New York 17. Or call our nearest representative. **VOLUME FEEDING MANAGEMENT** is a Conover-Mast publication.

the ad reactions that count are buying actions

Loud and clear:



the boom at the upper level



Sketched at Liberty Music Shops, New York City

Make the most of it in TIME

Recently you heard it in high fidelity . . . now it's in stereo. It's a high-decibel boom and it's at the upper level.

In the last decade, the number of families with incomes of \$10,000 and more has surged 235% . . . two-car families have increased 396% . . . overseas travelers have jumped 215%...yet the number of U. S. families generally increased only 22%.

Obviously this is a different kind of boom—peopled by 8 to 10 million families. But what families they are. Well-educated, higher income: the best customers in America.

They are the people who set styles, establish trends and make the national and local decisions. They are the people who drop the good as soon as the better comes along.

Of course not all of them read **TIME** every week, but those who don't are surrounded by those who do—by friends, business associates, colleagues and families.

You reach them in great numbers, sell them in great numbers in the pages of (and only in the pages of) their favorite magazine—**TIME**, The Weekly Newsmagazine.





"I'm not making
any money
sitting here!"

NOBODY makes any money when a salesman waits in reception rooms. That's why making appointments by Long Distance is such a good idea. You have more time for selling.

"Because our salesman in Texas telephoned ahead for appointments, he saw 16 more customers on just one trip than on the same trip last year," reports John Price, co-owner of Pacific Purchasing Depot, El Monte, Calif.

No doubt about it, Long Distance can be one of your best sales tools.

LONG DISTANCE RATES ARE LOW

Here are some examples:

Chicago to Toledo	80¢
New Orleans to Houston	\$1.05
Detroit to New York	\$1.25
Philadelphia to Indianapolis	\$1.35
Washington, D.C. to Los Angeles	\$2.25

These are day rates, Station-to-Station, for the first three minutes. Add the 10% federal excise tax.

BELL TELEPHONE SYSTEM

Long Distance pays off! Use it now...for all it's worth!



new binding gets around

My reaction to your new binding method is "wonderful."

As an advertising agency we are concerned with making sales communication easy, simple, and effective . . .

I was so enthusiastic about your idea that I am sending a mimeographed letter to all the publishers with whom we do business, calling their attention to the new binding method used in Sales Management and suggesting that they investigate it for use in their books . . . "because we feel that this kind of binding significantly increases a publication's usefulness to its readers."

Congratulations on a real step forward.

Sidney Clayton
Sidney Clayton & Associates
Chicago, Ill.

soft sell and "vintage wines"

. . . J. C. Seaman is to be complimented on an excellently written and informative article ["Anything Can Happen When You Start to Sell Abroad," SM, July 17]; however, I must question a couple of his points.

My experience in Scandinavia, and my clients' experiences in other Western European countries have been that competition as we know it in the U. S. just doesn't exist there, and there is a premium on price agreements between competitors and division of markets.

Relative to the hard sell, I have noticed a consistent attitude against it in Scandinavia, and, again, my clients say that the same is true throughout Europe with the possible exception of Western Germany.

I have been fascinated, and appalled at times, to watch and participate in the elaborate business entertaining (called representation here) with exotic spreads, vintage wines, and "oceans of cognac." This is a European custom the like of which I have seldom seen.

S. J. Aires
Rastor Management Consultants
Helsinki, Finland

still waiting at the Roosevelt

Your article in the August 7 issue headed, "Don't Assume That They

Understand!" was very amusing to me because about a month in advance of the meeting in question, when the notice came out of the nominees for election, it mentioned that the election would take place on a certain day at the Biltmore Hotel luncheon. I immediately phoned the Sales Executives Club and informed them that they had made a mistake and had substituted the Biltmore for the Roosevelt Hotel in the announcement.

At that time they told me that, on account of the steel negotiations, that meeting would have to be held at the Biltmore. So I told them that at least 50% of the group would still come to the Roosevelt, unless they made it very emphatic, set it up in big type, preferably in a different color.

What happened is now history and I got a real kick out of reading the article.

Paul E. Seaman
Enterprise Marketing Consultants, Inc.
New York, N. Y.

Your editorial, "Don't Assume That They Understand!" certainly effectively put across a bit of wisdom that I pound away at continually. I am having photoprints made for distribution within our organization.

Lee Augustine
President
The Printing Machinery Co.
Cincinnati, Ohio

our personal steel reaction

We read with considerable interest the article in the August 7 issue entitled, "Kaiser Aluminum Measures, Then Slices Steel Conduit Market." While it is true that Kaiser has undertaken an ambitious selling program . . . it is not clear how much progress the aluminum companies have made in convincing architects, engineers and electrical contractors about the relative merits of their product . . .

Aluminum conduit is relatively untried and there is little evidence of its performance in the field under a variety of conditions. Although aluminum is resistant to some types of corrosive atmospheres, there is substantial evidence that unprotected aluminum

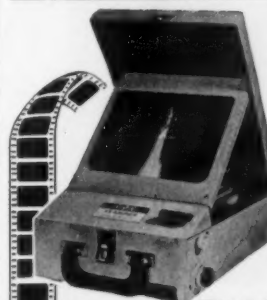
Make your
**BUSINESS
GIVING**
in '59

**SIMPLE and
PRACTICAL
REMEMBERED
and
APPRECIATED**

**GIVE
Airguide
WEATHER
INSTRUMENTS**

Whether it's a barometer that forecasts weather, a thermometer and humidity indicator that shows comfortable air conditions . . . more than 40 models from which to choose. The gift that is just right for your business friends . . . whether it's for home or office, individual or family . . . whether it's for wall or desk, smartly modern or gracefully traditional . . . Airguide instruments are distinctively beautiful, lastingly useful, accurate and guaranteed. Write for full color catalog.

AIRGUIDE INSTRUMENT CO.
2210 Wabasha Ave.
Dept. S, Chicago 47, Ill.



NOW

For VISUAL
Education
DRAMATIC
Viewing

C.O.C. EXAMINER THE NEW PORTABLE FILM STRIP PROJECTOR

Ideal for educational, industrial, audio-visual use. A complete theatre, with built-in screen and projector in a compact, handy carry-case. Designed for group viewing without room darkening. Just lift top and you are ready for dramatic visual presentations with brilliant clarity. For the first time a quality engineered, dependable film strip projector at this attractive price!

• Large 6" x 8" "Lenscreen" for wide angle viewing • Precision Optics • Rear view projection system • For Single Frame 35mm Strip Film • One knob framing & film advance with click-stops • Compact attaché-type case • A-D 100-125 volt • Smaller than briefcase, approx. 6 lbs.

Request illustrated literature \$59.50 & name of dealer nearest you.

C.O.C. INDUSTRIAL 37-19 23rd Avenue,
Long Island City 5, N. Y.

A division of Camera Optics Mfg. Corp.

When you move a man up
...move him via

United



Get him on the job quickly and conveniently
with United Van Lines' "Pre-Planned" service. The
countless details that can make moving a worry are
ironed out in advance by an experienced United Agent.

His special packing techniques and exclusive
Sanitized vans assure America's safest, cleanest
moving service. Next time call your United Agent.
He's listed under "MOVERS" in the Yellow Pages.

United Van Lines



MOVING WITH CARE
Everywhere.



conduit is subject to serious corrosion when buried in concrete or when brought into contact with steel structural members.

Therefore, it is obviously not true that steel's superiority is restricted to the area of greater strength, as was stated in your article.

J. C. Lowey
General Manager of Sales
Clayton Mark & Co.
Evanston, Ill.

no (Latin) flies on him

Whoinell is your Latin editor? That triad on the new cover [SM, Sept. 4]:

Insectum Quartus Quartarius means "a fourth part of a fourth cockroach." And why don't the adjectives agree with the neuter noun in gender?

Here is how an SM contributor would have written the lead:

Anni Terricula Quartae

Written in true Latin style, this means "an imaginary fear of the fourth quarter of the year."

W. C. Dorr
Brooklyn, N. Y.

► According to the head of the Classics Department of NYU, the "fourth quarter bug" should be either:

Impedimentum in parte quarta
or

Culex in parte quarta

The "insectum," etc., was a very deliberate choice to give the reader a particular frame of reference. SM hoped, also, that the license we took would be caught by a few sticklers for the truth.

a word from the trade

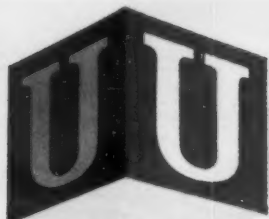
This is a belated note of congratulations and appreciation for the Survey of Buying Power issue of Sales Management — May 10.

It is a remarkable piece of work, and I would place it among the most valuable contributions any trade magazine makes to the field it serves.

It seems to me that this issue has now literally reached the position of being regarded as a national institution.

Your organization deserves a tremendous amount of credit for a superb job of this kind.

Arthur H. Dix
Vice President in Charge of
Research
Conover-Mast Publications, Inc.
New York, N. Y.



's for Unusual and also Unique—

Goals that designers of cartons all seek,

For designs that are commonplace, hackneyed, and old

Simply fail to attract or get merchandise sold.



G

is for Gardner, whose customers say:

"Their cartons mean business—they're tops all the way!"

And why? Well one of the reasons is this:

Their designs are unique—these folks *never* miss!

Persuasive Packaging

DIAMOND GARDNER CORPORATION

THE GARDNER DIVISION • MIDDLETOWN, OHIO

Plants in MIDDLETOWN and LOCKLAND, OHIO;
GARDNER-BROOKS Inc., SPRINGFIELD, MASS.



DRY CARTONS • CARRIERS • BOXBOARD
PARAFFIN CARTONS • RETAIL CARTONS

Sales Management October 2, 1959 27

UNITED AIR LINES

United Air Lines Building, Chicago 18, Illinois, PO Box 17-3310

May 28, 1959

ROUTING OFFICES

Mr. Harold L. Behlke
Advertising Director
U.S. News & World Report
45 Rockefeller Plaza
New York 20, New York

Dear Mr. Behlke:

United Air Lines continues to look to the nation's business community for the major portion of its traffic. Naturally we are interested, too, in the steadily growing volume of pleasure or vacation air travel, and businessmen are, of course, the kind of people who have the incomes to travel frequently for both business and pleasure. In brief, that's why we advertise in "U.S. News & World Report."

In 1954, we advised you that "United Air Lines is adding twenty-five Douglas DC-7 aircraft to its fleet, expanding capacity by 20%," and that your publication had a place of importance in the promotion program planned for that development.

Now, just five years later, another dramatic advance in air travel is taking place ... the advent of the long-range Douglas Jet, United's DC-8 Mainliner, the world's newest and finest jet. The first of forty of these great planes is scheduled to go into scheduled service this September to provide the newest and finest transportation service in the world. This important story needs to be effectively told to the public. That "U.S. News & World Report" is among the media selected to accomplish this job is a tribute to the influence and vitality of your publication.

Sincerely,

Robert E. Johnson
Robert E. Johnson
Senior Vice President
Sales and Public Relations

RBJ:en

AIR MAIL

AIR PARCEL POST

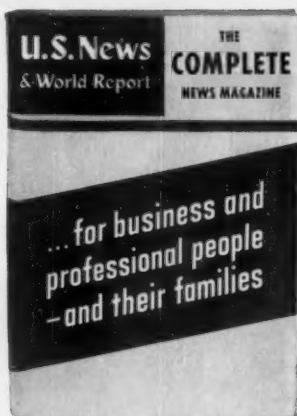
AIR EXPRESS



Above: Robert E. Johnson, Senior Vice President, United Air Lines.
Far left: The RED CARPET® ROOM forward in the DC-8 Jet Mainliner first-class section, runs the full width of the plane.
Left: A "predictor panel" shows passengers speed, altitude.
Right: View forward in first class cabin; DC-8 design calls for feeling of well-appointed rooms, spacious and luxurious.

* RED CARPET is a service mark owned and used by United Air Lines, Inc.

IMPORTANT.



If it's Important . . .

It's advertised in "U.S. News & World Report"

HOW UNITED AIR LINES SELLS THE PEOPLE WHO TRAVEL FOR BOTH BUSINESS AND PLEASURE

"United Air Lines continues to look to the nation's business community for the major portion of its traffic," says Mr. R. E. Johnson, Senior Vice President, United Air Lines, in his letter. "Naturally we are interested, too, in the steadily growing volume of pleasure or vacation air travel, and businessmen are, of course, the kind of people who have the incomes to travel frequently for both business and pleasure. In brief, that's why we advertise in 'U.S. News & World Report.'"

Mr. Johnson's concept of the travel market matches the research facts. It's the families with incomes of \$5,000 or more that buy 96% of all domestic airline tickets.

"U.S. News & World Report" family incomes average \$15,009—highest of the news magazines—highest of all magazines with more than 1,000,000 circulation. Here is the highest concentration in the \$7,500-or-more and the \$10,000-or-more income levels of any news magazine—understandable since four out of five (78.5%) subscribers hold managerial positions in business, industry, finance, government and the professions.

In big numbers and in high concentration, here is the best market of customers and prospects for any advertiser of a quality consumer product or service.



U.S. NEWS & WORLD REPORT

America's Class News Magazine

NET PAID CIRCULATION 1,136,847*

Ask your advertising agency, or write, for your copy of "In Terms of Sales . . . the Sky's the Limit." It tells how today's active traveler can be identified and how he and his family can best be covered. Advertising offices at 45 Rockefeller Plaza, New York 20, N.Y. Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco, Washington and London.

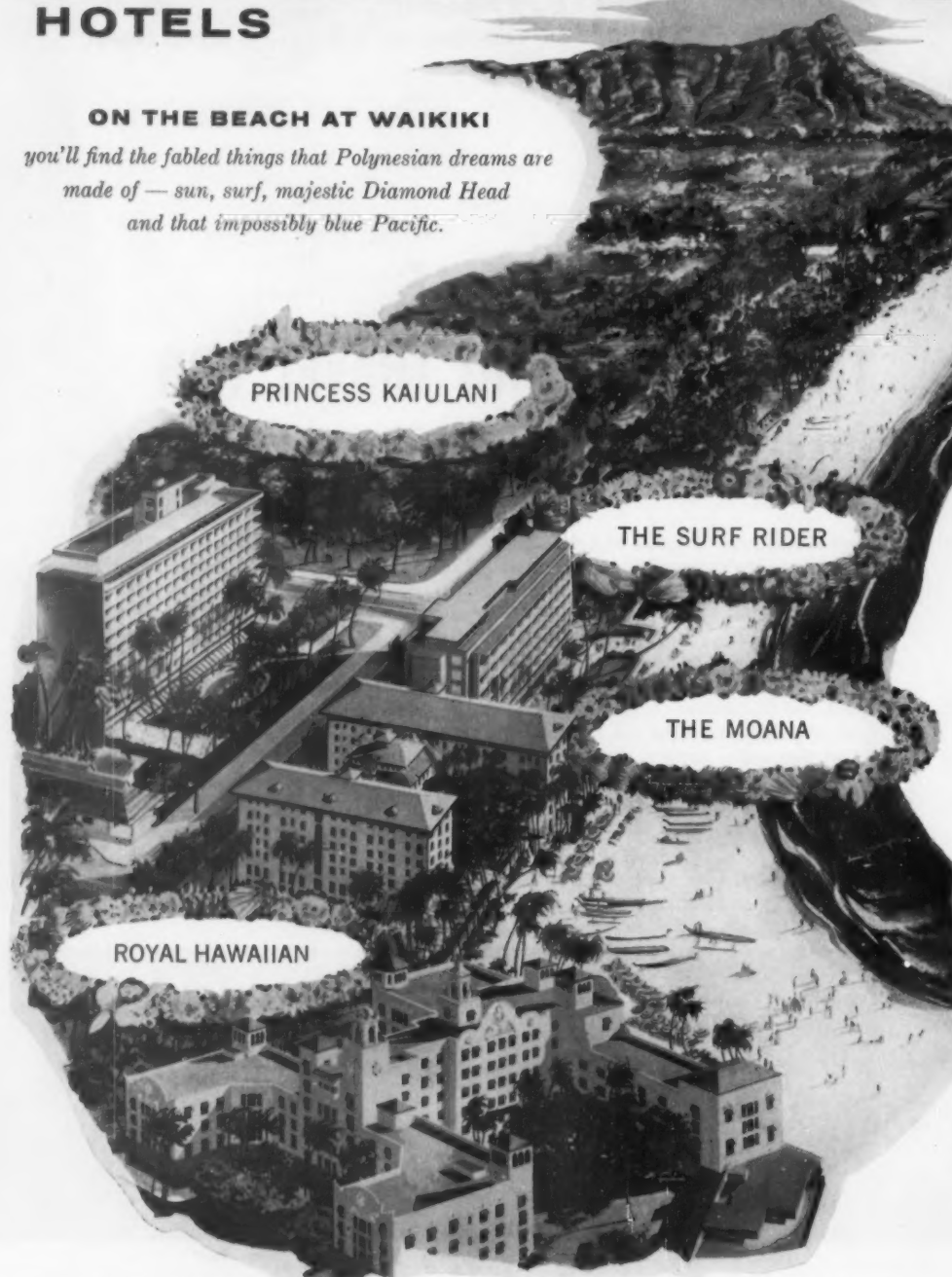
*Publisher's Statement to the Audit Bureau of Circulations, January-June, 1959

.. IS THE WORD FOR "U.S. NEWS & WORLD REPORT"

IMPORTANT READERS . . . IMPORTANT CONTENT . . . IMPORTANT ADVERTISERS

NOW IN HAWAII SHERATON HOTELS

ON THE BEACH AT WAIKIKI
you'll find the fabled things that Polynesian dreams are
made of — sun, surf, majestic Diamond Head
and that impossibly blue Pacific.



SALES-INCENTIVE IDEA: Give your sales program a "shot in the arm" by offering, as an incentive prize, a trip to one of Sheraton's 4 hotels on the beach at Waikiki. The cost is surprisingly low. Your travel agent, or Sheraton, can help you plan the entire trip. For further information, contact Mr. H. M. Smith, 2nd Vice President and Director of Sales, Sheraton Corporation, 470 Atlantic Ave., Boston, or your nearest Sheraton Hotel Sales Department.

The Diners' Club card honored for all hotel services.

Sheraton Corporation Shares are listed on the New York Stock Exchange.



For Reservations
by the new
4-second
Reservation or
Direct-Line Teletype
call your nearest
Sheraton Hotel

EAST

NEW YORK
Park-Sheraton
Sheraton-East
(the Ambassador)
Sheraton-McAlpin
Sheraton-Russell

BOSTON

Sheraton-Plaza
WASHINGTON
Sheraton-Carlton
Sheraton-Park
PITTSBURGH
Penn-Sheraton
BALTIMORE

Sheraton-Belvedere
PHILADELPHIA
Sheraton Hotel
PROVIDENCE

Sheraton-Billmore
SPRINGFIELD, Mass.
Sheraton-Kimball

ALBANY

Sheraton-Ten Eyck
ROCHESTER
Sheraton Hotel
BUFFALO

Sheraton Hotel

SYRACUSE
Sheraton-Syracuse Inn
BINGHAMTON, N. Y.
Sheraton Inn

MIDWEST

CHICAGO
Sheraton-Blackstone
Sheraton Towers
DETROIT

Sheraton-Cadillac
CLEVELAND, Ohio
Sheraton-Cleveland
CINCINNATI

Sheraton-Gibson
ST. LOUIS
Sheraton-Jefferson

OMAHA
Sheraton-Fantanelle
AKRON

Sheraton Hotel
INDIANAPOLIS
Sheraton-Lincoln

FRENCH LICK, Ind.
French Lick-Sheraton
RAPID CITY, S. D.

Sheraton-Johnson
SIOUX CITY, Iowa
Sheraton-Martin

Sheraton-Warrior
SIOUX FALLS, S. D.
Sheraton-Carpenter

Sheraton-Cataract
CEDAR RAPIDS, Iowa
Sheraton-Monroe

SOUTH

LOUISVILLE
Sheraton Hotel
The Watterson

DALLAS

Sheraton-Dallas
NEW ORLEANS
Sheraton-Charles

MOBILE, Alabama
The Battle House

WEST COAST

SAN FRANCISCO
Sheraton-Palace
LOS ANGELES

Sheraton-West
(formerly the
Sheraton-Town House)

PASADENA

Huntington-Sheraton
PORTLAND, Oregon
Sheraton-Portland Hotel

HAWAII

HONOLULU
Royal Hawaiian
Princess Kaiulani
Moana
Surfrider

CANADA

MONTREAL
Sheraton-Mt. Royal
The Laurentian

TORONTO

King Edward Sheraton
NIAGARA FALLS, Ont.
Sheraton-Brock
HAMILTON, Ont.
Sheraton-Cannought

Planned Packaging moves merchandise

This tree may help you sell your product in 1989

Thirty years from now, this seedling—and millions of others planted this spring for Packaging Corporation of America—will be made into packages that will give your products complete protection . . . extra sales appeal. Meanwhile, these trees will provide shelter for wildlife, recreation areas for sportsmen and play an important part in America's vital conservation of natural resources.

Long-range planning of timber reserves is but one of countless ways in which Packaging Corporation of America's concept of Planned Packaging, implemented through integrated national facilities produces better packaging . . . more sales. Whether your requirements are large or small, regional or national, we welcome the opportunity to help you.

Packaging Corporation of America

Administrative Offices: Grand Rapids, Michigan; Quincy, Illinois; Rittman, Ohio

Cartons • Containers • Displays • Egg Packaging Products • Molded Pulp Products • Paperboards

Sales Management October 2, 1959 31





M. K. NEWMAN,
Washington State Sales Manager
FLEISCHMANN DISTILLING
CORPORATION

"Tacoma market maintains its own identity..."

Mr. Newman, in speaking of the Pacific Northwest Market has this to say, "The Tacoma area is a market in itself and must be considered such. While it lies between two other great trading areas with Seattle to the north and Portland on the south, it maintains its own identity. We look to Tacoma for increased sales." The Tacoma News Tribune carries consistent, large-space schedules for products of the Fleischmann Distilling Corporation.



Think Twice About Tacoma

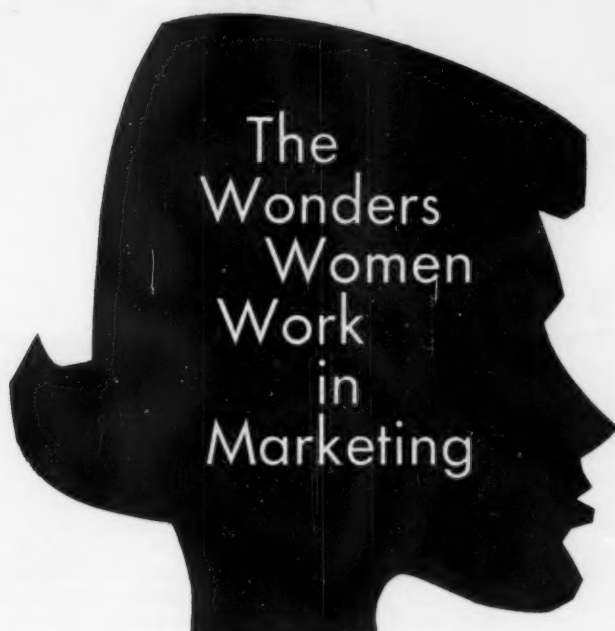
The Tacoma Market, Washington State's 2nd Market, is intensely covered by the State's 2nd largest evening newspaper, the Tacoma News Tribune. No Seattle newspaper has more than 12% coverage in this area.

Circulation of the News Tribune is now nearly 85,000

TACOMA NEWS TRIBUNE

Represented by **SAWYER-FERGUSON-WALKER COMPANY, Inc.**

New York • Chicago • Philadelphia • Detroit • Atlanta • Los Angeles • San Francisco



Who is this invader with the velvet hammer? She has a touch of the sociologist, a creative temperament, a background in natural sciences—and the vaunted feminine touch. She is the Home Economist in marketing . . . a woman to convince women.



FEMININE TOUCH at high level is given by Miss Ellen-Ann Dunham, home economist and the first woman to be made a v-p at General Foods Corporation.

It takes one to know one—could be said of women, too! Certainly only the bravest, or most foolhardy, of the stronger sex claims to grasp the workings of the female mind.

Today's marketing experts can admit this lack of total grasp. And being big enough (or proudly male enough) to admit it, the men are doing something about it. Hence the growing importance of the home economist in marketing. The theory: She has, if anyone has, the additional know-how to finalize the appeal to the housewife, to pinpoint merchandising for the female eye, to work out directions and/or demonstrations that are meaningful to women.

When General Foods Corp. last year shattered tradition precedent by making home economist Ellen-Ann Dunham the first woman ever elected a vice president of that company, it focused attention on the important role home economics is assuming in the marketing function.

Miss Dunham heads a staff of 130 women. Her department's contribution to General Foods' billion-plus annual sales: making sure the company's more than 38 major brands meet the needs and desires of the country's homemakers. Her election to a vice presidency is evidence of the growing status of the home economist in American business, as well as a tribute to her own ability.

Companies that manufacture foods, fabrics, appliances and a host of other products and equipment used in the home, have long relied on the home economists in their laboratories and kitchens for guidance in developing new products and new uses for old ones. Now, an increasing number of these companies are finding that the same technical training and sensitivity to the way homemakers think and feel can also be put to effective use in the marketing of these products.

Women who go into home economics find the opportunity to improve living standards one of the strongest appeals of the profession. They have a touch of the sociologist and the teacher along with a good grounding in the natural sciences. Add to this a creative temperament and a flair for economics for producer and consumer and you have a valuable set of abilities.

Tightening competition, the in-



The Wonders Women Work in Marketing (continued)

creasing complexity of many new products, and changing consumer attitudes as new ideas, materials and equipment become more widely known, have all contributed to the trend toward wider utilization of home economists in sales work.

Merely offering a new or improved product no longer is enough to guarantee sales. As scientific advances have become more familiar to homemakers, specialized features that mean easier performance or better value are becoming the big selling points. At the same time, there is more need than ever for the tips and information that enable the homemaker to use products and equipment to best advantage.

Accordingly, more and more companies are calling on professional home economists to work with, or as part of, their sales, advertising and promotion departments. There they not only make sure the product is right and the customer knows how to use it, but they suggest more effective ways to present the product. Their role in the company is to inject the point of view and interest of the consumer. In many cases, they go out into the field to present and demon-

strate products to the trade, the press and the public.

"You can't create or maintain an image of leadership in home appliances without the help of home economists," says Max Fuller, field education director of The Maytag Co. Maytag is an example of a home equipment manufacturer that uses home economists as an integral part of its product-planning and marketing activities.

"There was a time," Fuller says, "when a dealer could haul a washer out on a truck and say, 'Look, you don't have to scrub. This machine will wash your clothes for you,'" and the sale was made. But that day is past.

"Today the big promotional effort is on features that will do things that could not be done before—like washing woolens and synthetic fabrics, wash 'n' wear without ironing, and automatic controls for dispensing bleaches, water softeners or detergents.

"We believe," Fuller declares, "that every member of the Maytag sales organization should be a laundry expert, but a woman with home economics training can present and demon-

strate these features more convincingly than any man. We would never try to put on a sales training program for distributors or dealers without a home economist. Dealers feel the same way when they stage demonstrations for the public. We always have more calls from the field organization, asking for home economists' help, than we can fill. It must pay off, because they foot the bill."

In one sense, everything done by the home economist in business can be considered a selling function, since the final objective of all her activities is to make more satisfied customers by insuring that the product is right and that the customer knows how to use it.

This is true whether she is conducting tests or surveys to determine the best type, size, function or performance for the product, working out the best ways to use it and care for it, or demonstrating its use to educators, editors, extension workers and other home economists who can pass the information along to the public.

Bruce Roberts, advertising manager of Eastman Chemical Products, Inc., producer of synthetic fibers for clothing, upholstery and home decora-



WOMEN KNOW about such things . . . Bernice Mohlenhoff, educational dir., oversees Eastman Chemical demonstration.



LADY DIRECTOR, home service for Maytag, is Mary Boyer (in coat), with Field Education Dir. Max Fuller (r.) and guests.

tion, is one of several marketing experts who note that texts used by schools, extension workers and homemakers' clinics are not able to keep up with rapid technological changes. It is therefore up to industry, he believes, to get the information to the public through all available channels. Trained home economists have proved invaluable in this work.

At Corning Glass Works, where the Consumer Products Division produces Pyrex and Corning Ware cooking utensils and dishes, the Home Economics Department operates as a division of advertising and sales promotion, reporting directly to the general sales manager. Field home economists are assigned permanently to regional territories, where they work very closely with the district sales managers and representatives.

R. Lee Waterman, vice president and general manager of Corning's Consumer Products Division, used the introduction of Corning Ware (made of a new heat- and cold-resistant ceramic material developed for the nose cones of ballistic missiles) to illustrate how home economists contribute to his company's sales efforts.

Says Waterman: "We have always considered the members of our Home Economics Department masters of the 'soft sell.' Pyroceram, the material used in the new range-top utensils, was heralded as a major scientific breakthrough. But we knew it would take more than soft sell to persuade homemakers to pay money for a 'scientific breakthrough' for cooking bacon and eggs, or to persuade housewares distributors and dealers to stock a brand new and unknown product."

The home economists saw in Pyroceram a material that would link together several meal-preparation functions by using one multi-purpose utensil. Pyroceram goes from freezer to range top to buffet table and back to refrigerator—and is beautiful besides.

The first function of the Corning home economist, Waterman explains, was to provide answers to such questions as what types and sizes of utensils would fit the needs of most families; whether detachable handles



CREAMPUFF BRIGADE taste-tests a new Betty Crocker offering with Helen Hallbert (head of table), director of General Mills' Home Service Department looking on.

would be accepted; and if so, how much pressure the average woman could exert to detach the handle.

When other departments—design, product engineering, manufacturing, sales and market research—had come up with a line of utensils embodying the home economists' recommendations, prototypes were sent to the home economists' test kitchen for testing under home-use conditions.

Satisfied that the product was right, Corning began marketing activities in New England. The home-economist field representatives joined a traveling troupe that introduced the new ware, region by region, throughout the country. In live demonstrations before distributors, dealers and department store buyers, they showed that the versatile new ceramic utensils were four times stronger than glass and could go from hottest heat to coldest

cold without any chance of damage.

After the new dishes were in stock, the Corning home economists prepared detailed material to train store demonstrators and sales personnel. This included the most effective means for presenting the new product to consumers. They also staged hundreds of sales training meetings. Using tested recipes, they presented the new ware over television and radio and before homemakers' clinics. An important part of their work was placing Corning ware for use by demonstrators and photographers for non-competitive firms such as food or range manufacturers, and by demonstrators of schools and extension services.

"We expect our home economists to be the eyes and ears of the Consumer Products Division, interpreting the homemakers' ideas and needs for

(continued on page 112)

Pendleton Board Members Learn What Makes Marketing Click

When the directors sat in on a conference of regional sales managers and marketing executives, they sharpened their appreciation of the whole spectrum of one sales operation. This week they join in sponsorship of the company's fourth-quarter sales drive.

As told to Sales Management
By MARVIN S. BANDOLI
Senior Vice President, Marketing
Pendleton Tool Industries, Inc., Los Angeles

"How I wish our Board of Directors had more than a clouded understanding of our marketing program!"

Breathes there a sales chief who hasn't spoken thus—if not to others, then privately to himself?

We, too, wanted to deepen the understanding of our board members about the activities of the Marketing Division. Problem: How to go about it.

We decided to have our board members sit in, for one full day, on a conference of regional sales managers and home-office marketing executives.

The groundwork for our projected meeting had been laid over a period of several years as we added new plants and our sales problems grew in complexity. Our forecasting had been developed to include one-year and five-year projections. A constant increase in sales had been shown. And we had talked marketing changes with the board group and implied that we, too, must change our thinking, our policies and procedures, from time to time, if we were to retain our place of leadership. We had stepped up the dramatization of our presentations and reports to the board.

The board members had visual proof of the tangibles of our business through their tours of plants. They knew our financial picture. They were

acquainted with the services of Personnel, third of our four divisions. But marketing embraced broad areas of activity far beyond the routine function of selling, areas we felt were not well understood.

Plans for our conference were more than four months in the making. To retain the confidence of the directors, it had to be a shirtsleeve meeting, not

just a show for the benefit of the bosses. We wanted the directors as well as our own staff to be able to take home with them the conviction that teamwork could and would push sales beyond the \$20 million forecast for the fiscal year.

The overall plan for the meeting called for three days to be devoted to marketing policies, procedures,

Pendleton's Multiple Distribution Channels: Each Its Own Problem in Sales Management

Company	Product	Brand	Distribution Channels
Proto	Professional hand service tools	Proto	Industrial, automotive, plumbing, hardware
P & C	Quality hand tools for hardware	P & C	Hardware, variety, self-service outlets
Penens Tool Co.	Value hand tools	Challenger	Automotive, industrial, hardware
	Home owner tools and sets	Fleet	Automotive, grocery, drug chains
ITM	Specification fabrications, ground handling equipment	ITM	Industrial direct



BOARD MEMBERS WERE PRE-CONDITIONED to a hard-working session of marketing plans. They found their monthly

board meeting scheduled for a meeting room already "dressed" for all-out sessions on total sales planning.

products and sales planning, and two days for merchandising presentations by the product sales managers and marketing department heads.

Planning was a teamwork job by our executive marketing group. This is the way we are organized for group activities:

We have four departments, Manufacturing, Marketing, Finance, and

Personnel, each headed by a vice president, with Marketing holding the senior vice president's chair. We have five product sales managers and seven regional sales managers. Any of the marketing executives can sit in on executive marketing group sessions where promotional plans are made.

In turn, each product division has its own marketing group reporting to

the executive group, which is always made up of sales, advertising, research and development executives and often includes our export head and contract man. (It always amazes me how many marketing men working in widely separated locations on a common project can build a sales program that fits together like the pieces of a jigsaw puzzle.)

All in all, the group decided we had a favorable story to tell.

Now, directors are as human as the consumers we try to reach. They have to be sold. Each consumer group can be sold if the product is good and the approach is right. However, you're a bit more subtle when selling your bosses. They are highly individual in vocation, tastes and thought; so we sought a common denominator of interest. We think we found it in arousing their curiosity, and we were thus able to command practically a full day of their time in an atmosphere charged with the excitement that surrounds new and forceful marketing plans.

At the luncheon that day we dispensed with a head table. In fact, we did so at all our meetings. A director was placed at each table with a marketing executive as host. Previously we had told the directors and the marketing staff that no holds would

(continued on page 118)

Company	Product	Brand	Distribution Channels
Pico	Close tolerance tools, machines, equipment	PPP	Direct to highly specialized industries
Consolidated Tool Co.	Luxury tool gift line featuring household tool kits for women	Bet'r Grip	Exclusive dept. stores, gift shops; direct to premium and incentive users
Duplex Tool Boxes	Quality tool boxes, mechanic tool chests, metal containers	Duplex	Auto, hardware, industrial, plumbing
Proto Tools of Canada	All of above	Proto	All channels

Ethan Allen Dealers Go

EARLY AMER

Those Ethan Allen Festivals currently selling carloads of furniture throughout the country have so inspired dealers that many are even adding their own touches. Such cooperation gives big sales push.

By ALICE B. ECKE
Senior Associate Editor

This week and every week through December 7, thousands of Smiths, Browns and Joneses who would like to brush up on Early American history are having the opportunity to do so at Ethan Allen Festivals staged in furniture and department stores.

It is all made possible by top-level promotional planning by Baumritter Corp., maker of Ethan Allen Early American furniture. More than 40 stores from coast to coast this fall have already held, or will hold profitable presentations of a collection of the company's furniture.

The Ethan Allen Festival promotions were originated by Baumritter

in the spring of 1956 at Joske's Department Store, Houston, Tex. In response to a call from the store to help stage a special promotion to drum up furniture sales that were falling off, Baumritter conceived the idea of a storewide promotion of Colonial products. For this promotion Baumritter created displays of Early American weapons, antiques, costumes, flags and a model of Fort Ticonderoga. Every window in the store was used.

The Joske Festival was so successful in building up sales for the store (three carloads of Ethan Allen furniture sold within one week), that Baumritter decided to develop the

Festival into a major activity.

Today these promotions are staged on a year-in, year-out basis. One member of the Baumritter advertising staff spends most of his time organizing Festival display pieces and booking the Festival for the spring and fall selling seasons.

Says Advertising Manager Daniel Brown: "It's a marketing and sales policy that is paying off for the stores and Baumritter. Stores are so enthusiastic about our cooperation that they carefully plan for three to four months ahead and work to guarantee the success of the promotions. Some of them even go so far as to contact local

PAINE FURNITURE CO., Boston, brought in Colonial atmosphere by staging special exhibits of weapons, equipment and other mementos of the Revolutionary War period.



SPOT DISPLAYS of Ethan Allen furniture against a background of Early American relics increase store sales of such related accessories as lamps, draperies, china, pictures and bedspreads.



ICAN



BAUMRITTER makes it possible for stores to rent Colonial costumes so that all their employees may be dressed in Colonial costumes throughout the Festival week.



STOREWIDE DISPLAYS of Early American furniture build up traffic, reduce customer resistance, and substantially increase the ratio of sales to shopping.

antique shops for additional Early American relics. And to get as much local participation as possible, they contact local museums, historical societies, collectors, women's clubs, high school and college home economics departments.

"These Festivals have resulted in increased business for our furniture, to the extent that our Shipping Department is automatically alerted to each Festival booking so we can be prepared for the increased number of orders coming in from the stores. And all stores that have staged the promotions report that they are spelling out thousands of dollars' worth of profits for them."

This is what is involved on the part of Baumritter in helping stores to arrange for the Festival promotions:

Eight traveling kits currently in circulation contain two peg-board dis-

plays of Early American weapons and equipment; small Early American antiques for stores to use for local consumer and store personnel contests and displays; full-size Ethan Allen figures; Early American soldiers' uniforms, flags, etc.—items stores can use to build up traffic. A kit is loaned to a store free of charge except for shipping cost.

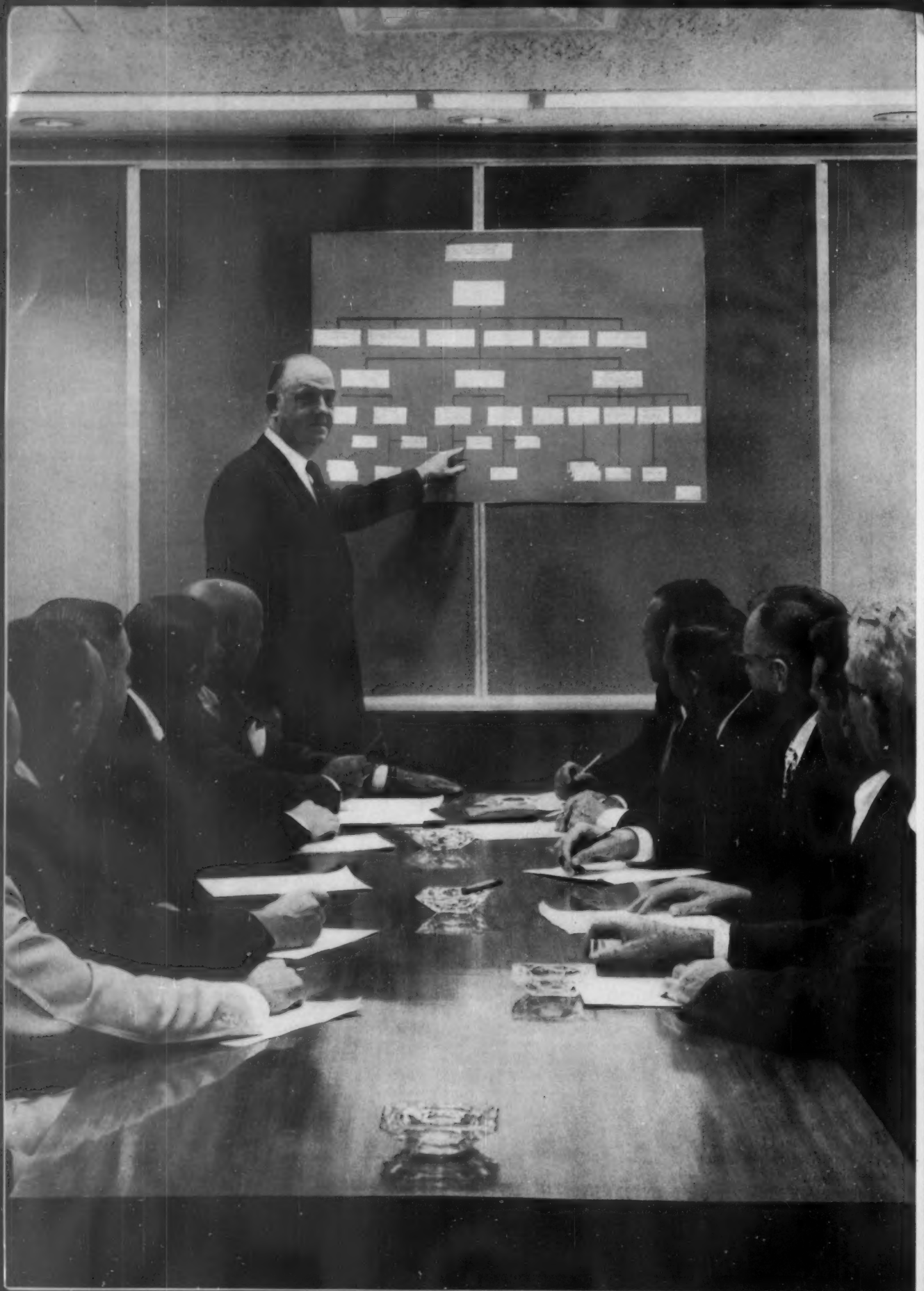
In addition to the kits, Baumritter supplies 4-color merchandise catalogs, color postcards for retailer mailing to consumers, booklets, stuffers and self-mailers, a Custom Room Plan decorating kit, television scripts and slides, Pig-in-the-Poke signs (blowup reprint of a magazine article on the construction of Ethan Allen furniture), wooden signs to identify displays of Ethan Allen furniture, counter cards, suggested local publicity releases, Vermont maple syrup (which

stores give out to customers who visit the Festival), a 26-minute film, "Journey of a Tree," to show during store sales meetings, at women's clubs, and for local television programs.

For those stores that have shown the most active interest in Ethan Allen Festival promotions, Baumritter supplements the above-mentioned material with a display of tie-in antiques.

Baumritter has also made it possible for stores to rent Colonial costumes for the nominal sum of \$5 a week from the Marlin Costumes Co., so that every store employee, including the delivery truck driver, may be dressed in a Colonial costume during the Festival week. To bring in more Colonial atmosphere, a store often rents a covered wagon and a team of horses to stand out front during the week of the promotion.

(continued on page 116)



Is Your Marketing Set-up Geared To Tomorrow's Sales Needs?

No, answered Nestlé Co. But now, after a complete revamping, Nestlé has a tightly knit, well-organized marketing unit that provides greater efficiency, better customer service, and more room for expansion.

By JAMES G. PLUNKETT
Senior Associate Editor

How's your selling in today's booming economy? At record levels, probably. Now, take a look five years ahead. What do you see? Probably, more sales records, more products, more customers, more salesmen.

But, is your present marketing organization geared to meet tomorrow's sales needs?

That's the question executives of The Nestlé Co., Inc., of White Plains, N. Y., asked themselves a couple of years ago. Their sales organization was

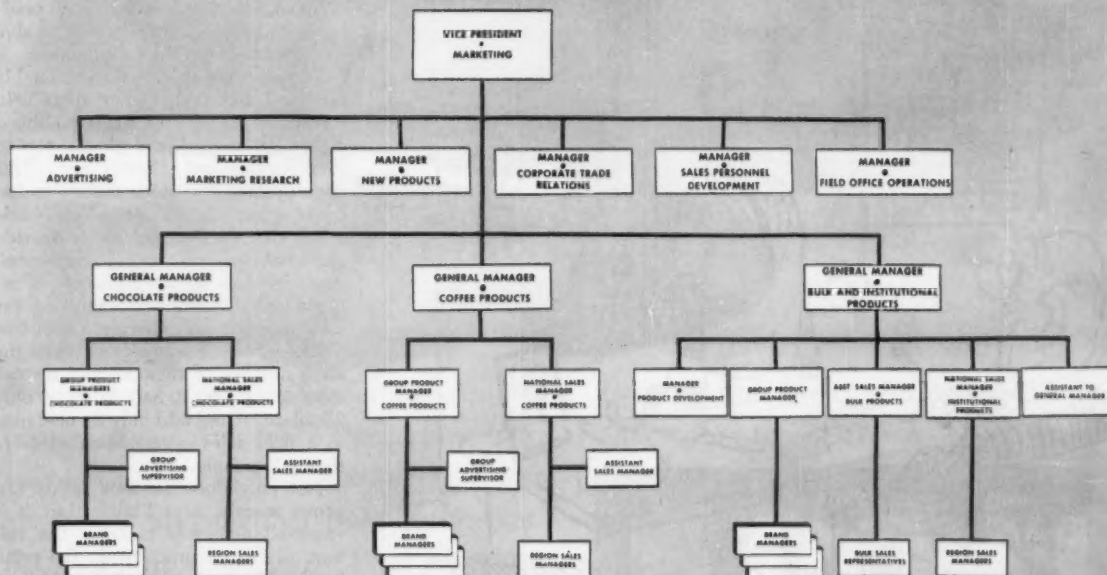
running smoothly at the time. It was, perhaps, slightly cumbersome in spots—for example, the vice president in charge of sales had 12 persons reporting directly to him. But, the look five years ahead revealed that Nestlé's marketing organization was not set up then for much greater sales, more new products, and ultimately, greater profits.

Even then, responsibility for end results, such as those of a sales promotion campaign, was not specifically de-

fined. More important, with greater sales and more products, Nestlé's sales, advertising, merchandising and product planning people could be stumbling over each other at times.

Nestlé took a critical look at its selling operation, then called in a management consulting firm. Now, after two years of intensive self-analysis and planning—and two months of implementation—Nestlé has come up with a divisionalized, "line-and-staff" marketing organization that is a clear-cut

How NESTLÉ Organizes Marketing for the Future



DIVISIONALIZED PLAN divides Nestlé's marketing organization into Chocolate, Coffee, and Institutional Products . . . is set up for addition of new divisions without interruption of, or change in, existing operations. Specialization extends to salesmen, sharpens field selling operation, improves customer service.

The new marketing organization is designed to accomplish three main objectives: To provide greater marketing efficiency, better customer service, and room for expansion. It is a tightly knit, well-organized unit that Nestlé points to as its "design for tomorrow."

A divisional marketing plan, says Nestlé, lends itself ideally to growth; it allows for the addition of new products to the present three divisions, or the creation of additional divisions for entire lines of new products. To set up another product division, all Nestlé has to do is draw another horizontal line on its organizational chart.

product planning under the direction of Marketing V-P H. K. Philips.

Each product division is set up on a team basis with a general manager calling the signals. Reporting directly to him are a national sales manager and a group product manager.

Advising the vice president-marketing and serving the three marketing (or "line") divisions are six staff departments: Corporate Advertising, Marketing Research, New Products, Corporate Trade Relations, Sales Personnel Development and Field Office Operations.

The line divisions, says Philips, are mainly responsible for selling Nestle products. Staff departments provide specialized assistance to simplify the job of the salesmen—to free them from details and give them maximum time to concentrate on selling.

coordinates advertising placed by the three divisions, and handles company-wide ad campaigns. The Sales Personnel Development Department checks techniques for screening new candidates for sales positions, provides supplementary training, etc.

This divisionalized set-up is restricted to the marketing function. In some other large companies which are divisionalized, the general manager of the division may be, in effect, the chief executive of his own company. He may be responsible for purchasing, manufacturing, engineering, pricing, marketing, etc. This is not the case at Nestlé, where the general manager of each product division is responsible only for marketing.

Yet, Nestlé's divisionalized marketing concept extends all the way to the field operation. The general line force is split into chocolate and coffee groups. Each sales force works directly under its own national sales manager. (Bulk and institutional products had already been handled separately, as they are sold to restaurants, fountains, vending machine companies, institutions and the government.)

► Now, Nestlé's salesman is able to devote more specialized attention to the products in his line, either chocolate or coffee. Modern super market merchandising methods have become so complex, says Philips, that the store manager can devote only a limited time to one salesman. Whereas in the past the Nestlé salesman might have found the proper presentation and merchandising of a full line of products almost impossible, he now is able to cover each product thoroughly.

In reorganizing, Nestlé thoroughly analyzed and then realigned its field territories. The company reduced eight sales regions and 29 districts to four regions and 15 districts. This consolidation was done mainly to improve customer service. Yet Nestlé found that the new territories provide good balance and natural boundaries. And, by halving the number of regions and districts while splitting the sale of coffee and chocolate into two divisions, Nestlé was able to retain the same number of regional and district sales managers. It had to move only 25 salesmen and add only 21 new men to a field sales organization of more than 600 people.

Not only does the new set-up improve morale, says Philips, but it is expected definitely to boost the volume of Nestlé products at the retail level. The company believes the new marketing set-up will be of particular value in the sales of low-volume products and the introduction of new products. ♦



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It would take 1,000 salesmen, making 10 calls each per day, more than 11 years to make as many face-to-face contacts as you get from 1 ad page in 1 issue of the Post. Alfred Politz' study of Ad Page Exposure proved: 29 million times each issue, someone turns to your ad page in the Post!

Isn't this the kind of selling you want your advertising to do?

A CURTIS MAGAZINE



The Saturday Evening
POST
Sell the POST-INFLUENTIALS
—they tell the others!

The Marketing Team at Continental-Diamond Fibre talks to Chilton

"Trade paper advertising enables us to reach buying influences



Olan R. Thomas

Arthur J. Briggs

W. Tillar Shugg

Frederick M. Grauer

Continental-Diamond Fibre Corporation, a Subsidiary of The Budd Company, is one of the world's largest producers and fabricators of high-quality plastics used by the electrical, electronic, automotive and allied fields. CDF nonmetallic materials include vulcanized fibre, laminated plastics, printed-circuit laminates, molded products, resin impregnated fibre and insulating tapes. A pioneer in the plastics industry, the company resulted from a 1929 merger of Diamond State Fibre Company and Continental Fibre Company. Today, with five modern plants, and with warehouses and sales offices strategically located in all major U.S. and Canadian industrial centers, CDF offers the broadest range of

industrial laminates of any manufacturer in the field.

Behind the successful growth of this organization is a history of sound and aggressive marketing practices which include the consistent use of trade and industrial magazines to carry the CDF story. We recently traveled to Newark, Del., to discuss this very subject with members of the CDF marketing team—Frederick M. Grauer, Vice President, with responsibility for product pricing, advertising and public relations; Arthur J. Briggs, Vice President—Marketing; W. Tillar Shugg, Manager—Marketing Services; and Olan R. Thomas, Supervisor—Advertising and Public Relations. Highlights of their comments follow . . .

Mr. Grauer says, "As far as we are concerned, trade paper advertising serves two principal functions. First, it enables us to keep our name and our products ever present in the minds of the buyers, engineers and designers in the organizations constituting our customers and prospective customers. Second, it provides a springboard from which we can launch new products. Our belief in the importance of trade paper advertising, and an indication of the value we place in it, is demonstrated by the use we have made of it over the years."



with a high degree of accuracy, effectiveness and economy"



Mr. Shugg says, "From my particular point of view, one of the true values we receive from the trade press is found in the marketing data available to advertisers like us. Certain publications have done a remarkably fine job in developing detailed and reliable marketing lists and information. Properly used, these can serve an organization such as ours in many ways—help us locate our markets; evaluate their size and potential; establish just who our prospects are within these markets."

Mr. Thomas says, "Penetration studies have convinced us that carefully selected trade publications enable us to reach the buying influences within specific industries with a high degree of accuracy, effectiveness and economy. Each week we receive several hundred inquiries sparked by current advertisements. These not only provide a fertile source of leads for our sales force, but afford an excellent opportunity to send appropriate sales literature to interested prospects."

Mr. Briggs says, "The trade press, from the standpoint of an advertising medium and as a clearing house for industry news, is invaluable to us in finding and isolating new and changing markets. It helps us pinpoint the most profitable areas in which to concentrate our major sales efforts and it goes a long way in helping us direct the efforts of our direct selling force with a maximum saving in time, money and effort. Further, it helps us get the CDF sales story across to many who are not otherwise accessible."



Trade and industrial publications serve an area unduplicated by any other selling force. They make it possible for you to talk with customers and prospects on common ground—at a time when they are seeking information and are most receptive to your message.

Chilton is one of the most diversified publishers of trade and industrial magazines in the country—a company with the experience, resources and research facilities to make each of 17 publications outstanding. Each covers its field with the dual aim of editorial excellence and quality-controlled circulation. The result is confidence on the part of readers and advertisers alike. And confidence is a measure of selling power.

Chilton

COMPANY

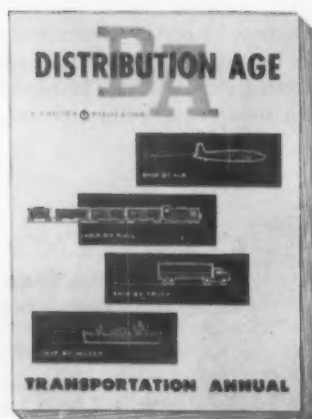
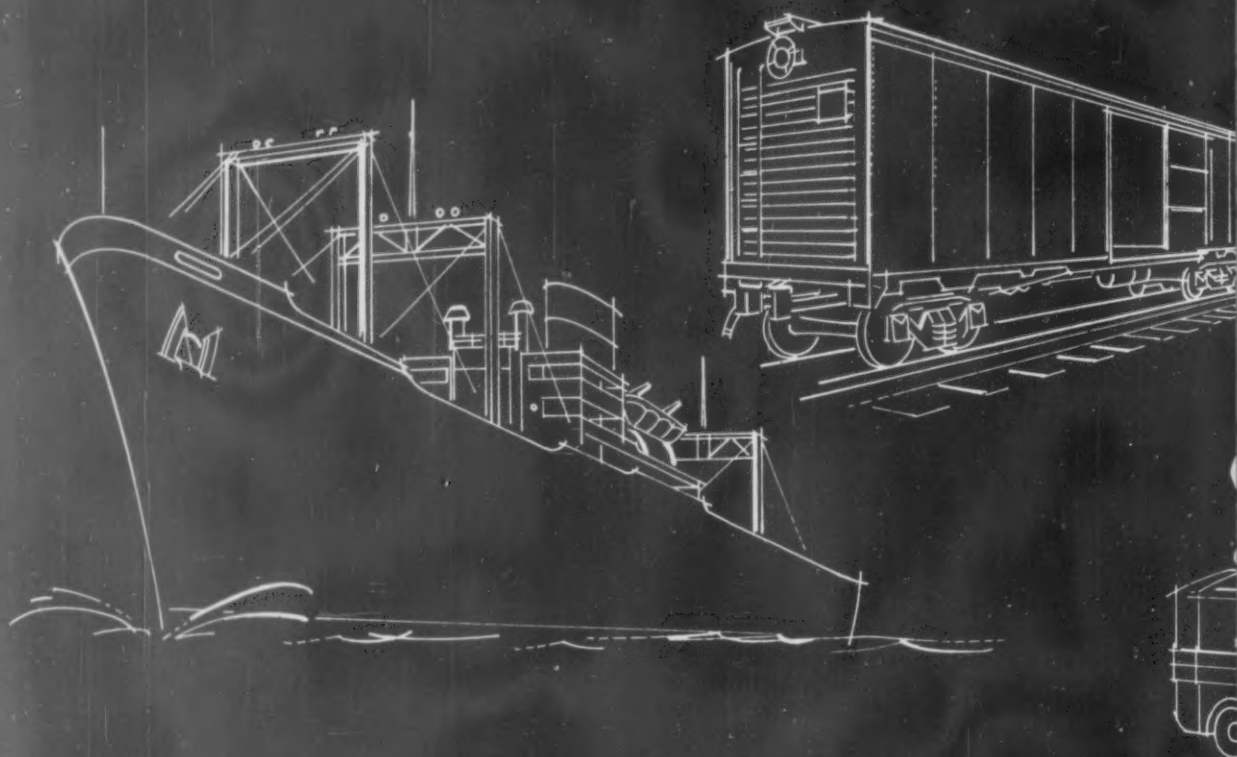
Chestnut and 56th Streets
Philadelphia 39, Pennsylvania

Publisher of: Department Store Economist • The Iron Age • Hardware Age • The Spectator • Automotive Industries • Boot and Shoe Recorder • Gas Commercial Car Journal • Butane-Propane News • Electronic Industries • Aircraft and Missiles • Optical Journal & Review of Optometry • Motor Age Hardware World • Jewelers' Circular-Keystone • Distribution Age • Product Design & Development • Business, Technical and Educational Books

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DISTRIBUTION AGE

designed to sell



Gives readers the how-to-do-it techniques required by transportation-buyer management: rate classifications, claim prevention, palletized handling, mechanical car and truck loaders and unloaders, pool-car systems, protective packaging as applied to all forms of transportation and warehousing.

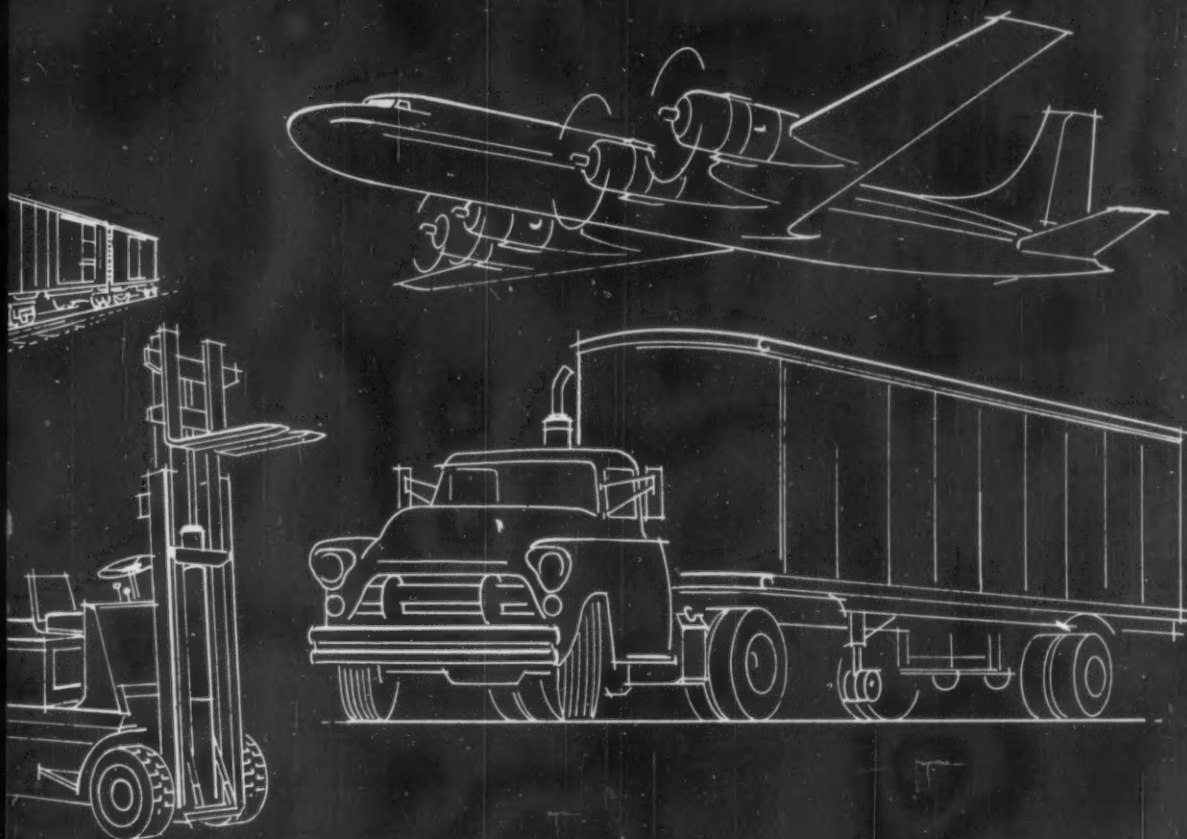
Gives advertisers a 27,000 circulation among the buying influences in all fields of physical distribution—air, rail, highway and water. This management group operates a private truck fleet of 6.3 million commercial highway vehicles, plus private railroads, business airplanes, barges and freight steamships—plus the handling equipment and supplies needed. It also controls the plant warehousing of both its raw and finished goods.



Distribution Age is published by Chilton, one of the most diversified publishers of trade and industrial magazines in the country—a company with the experience and resources to make each of 17 publications outstanding in its field.

In keeping with Chilton policy, the staff of Distribution Age devotes full time to the publication, with the dual aim of continuing its editorial excellence and maintaining its high-quality circulation. The result is a magazine *designed to sell* the physical distribution field.

the physical distribution field



Chilton

COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania

PUBLISHER OF: Department Store Economist • The Iron Age • The Spectator • Automotive Industries • Gas Hardware Age • Boot and Shoe Recorder • Butane-Propane News • Electronic Industries • Aircraft and Missiles Jewelers' Circular-Keystone • Optical Journal & Review of Optometry • Distribution Age • Hardware World Motor Age • Commercial Car Journal • Product Design & Development • Business, Technical and Educational Books

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pioneering a new concept in the use of newspaper advertising

CONTINUITY- IMPACT- DISCOUNT^{PLAN}

offering
frequency-volume
discounts
up to 13%

Why C-I-D?

National advertisers have long asked the newspaper industry for an incentive for more frequent use of newspaper space. C-I-D offers such an incentive. C-I-D makes available to advertisers a frequency-volume discount compatible with that of other media and unique in the newspaper industry.

What Is C-I-D?

C-I-D is a plan developed by The Courier-Journal and The Louisville Times to make CONTINUITY in newspaper advertising more attractive and efficient. It offers discounts to advertisers who by frequent use of newspaper space gain increased advertising impact.

CONTINUITY, it is agreed, is a key element in achieving maximum advertising effectiveness. C-I-D encourages advertisers to think in terms of newspaper advertising "campaigns" instead of newspaper advertising "insertions."

How C-I-D Works

An advertiser determines in advance (and signs a contract agreement for) the minimum linage he will use during a given period and the frequency with which it will be used. The greater the linage and frequency commitment, the higher the discount. For use of space in addition to minimum linage and frequency commitments, the advertiser earns a higher rate of discount.

For example, an advertiser running a total of 1,000 lines weekly would save over \$5,600 a year. An advertiser running 300 total lines a week would save over \$1,400 a year.

C-I-D Benefits

NO HIDDEN COSTS

These newspapers believe so firmly in the principle of CONTINUITY in advertising that they are assuming the entire cost of the C-I-D Plan. There is no increase in rates. C-I-D discounts apply to the existing rate card which was established January 1, 1959.

FLEXIBILITY

Your C-I-D Plan can be based on a 13, 26, 39, or 52 week cycle.

Space units can vary in size from insertion to insertion. (300 lines minimum total per week). Advertiser has option to select The Courier-Journal, The Louisville Times or The Sunday Courier-Journal, or any combination thereof and can change from week to week.

Allows hiatus. Requires advertising during only 12 weeks within 13, 24 within 26, 36 within 39, or 48 within 52.

ALLOWS MULTI-PRODUCT ADVERTISING

Multiple products of the same advertiser may be combined for discount purposes if they are controlled by the advertiser through ownership.

C-I-D advertising may be placed through multiple agencies, if desired.

RATE GUARANTEE

Rates are guaranteed for the term of the contract, plus one 13-week extension, not to exceed 52 weeks.

Represented Nationally by
THE BRANHAM COMPANY

The Courier-Journal
THE LOUISVILLE TIMES

Mr. Gains



A superbly wrought sales meeting, Mr. Gains. You blocked out the salient points in forceful, succinct language. Really stunning allusions to company loyalty. That call to sales arms was a masterpiece of persuasive rhetoric. Voltaire couldn't have used barbed wit to greater advantage in speaking of our competition. You held the salesmen in a powerful grip with the magnetism of your delivery. By the way, boss, where'd you get the cute babe in the bikini, to hold the sales chart?



The Lure of a Challenge

Why would a man, assistant to the publisher of Life, quit his job? "Not unhappiness but a challenge," says A. Edward Miller, 41. "I'm going to McCall's as publisher because the fantastic job that's been done on the editorial side intrigues me. I want to do a similar job on the publishing side." Miller, a stocky, brilliant man, considers his new post to be a marketing job. "It's selling a creative editorial product to the public and to advertisers, using all the marketing tools available." Primarily he is a market-

ing man; he holds a master's degree in economics, has most of his credits for a doctorate, has taught at the City College of New York—marketing, market research, advertising, psychology. Originally he'd planned to be a financial analyst. But magazines drew him. In '43 he joined Time, Inc., was market research director until he assumed his present duties in '56. "I've been a bridesmaid too long," he says with a smile. (At the same time he lets you know the door is wide open if he ever wants to return to the Luce fold.) Mc-

Call's would tempt any marketing man with an interest in publications. The magazine has been forging still further ahead: Sales for the third quarter, 1959, average better than 20% over the same period last year. With next February's issue the magazine will boost guaranteed paid circulation to 5.5 million—an increase of 5.8% . . . Ed Miller cultivated a hobby—cacti horticulture—because his wife couldn't tell an eager interviewer that he had a consuming outside interest!

Going to Town on a Bicycle

James Maratta—who tells you as he shakes hands that he's 65—is president of Exercycle Corp., and he's very serious-minded about his company and its product. You've probably seen ads for the Exercycle, a machine that looks like a king-size bicycle without wheels. It provides, says Maratta, all the exercise anyone needs to keep in the pink, without labor by the user. It's motor driven, can give you quite a workout while you sit on it: "relaxing, toning—in effect, a medicine," says healthy-looking Maratta. From his striking new offices, high above Manhattan's Third Avenue, he directs the destinies of his company, which showed a 1,600% increase in sales over the last five years. Maratta, former v-p and director of Dictograph Products, Inc., came into the company several years ago, when it was

so poor it couldn't pay him a salary. For some months he worked for free. "I'd been watching the company—now 23 years old—for years, wondering why smart marketing methods weren't put into operation to make Exercycle the success it should have been." As a specialist in direct selling, he began to breathe the breath of life into the stagnating company. He trained franchised distributors whom he signed to sell Exercycle—98% of the machines are sold to purchasers in their homes—as medicine, not gimmick. He sold hospitals and clinics on using them for polio cases and for disabled patients who can't exercise normally. He uses 25 magazines and all major newspapers for ads. When he joined, company sold about 800 machines a year. This year's figure should top 14,000. Machine costs just under \$500.



RCA's Network Man

Fred M. Farwell could easily be called an egghead. And, as v-p, marketing, (a newly created corporate staff position) he'll have need of all his grey matter. "In his new post," says RCA's President John L. Burns, "he'll participate in the formulation of the company's total marketing policies and objectives, work with the divisional marketing organization on plans, programs and personnel, and provide marketing services in areas and products in which RCA isn't currently active." A big order. What's Farwell's background? Graduate of Yale's Sheffield Scientific School; first job: International Business Machines Corp., where he moved up ranks to sales manager of the Electric Accounting Machines Division and, finally, to v-p of the IBM World Trade Corp., with headquarters in Rio de

Janeiro. Along the way he married a New Orleans girl, sired three daughters. In '51 he came back to the States, joined S. C. Johnson & Sons, Inc. Four years later he changed to Underwood Corp., as president. In his new post he'll have reporting to him the heads of market research, advertising and promotion and government business relations . . . Just before joining RCA, Farwell had been executive v-p of International Telephone and Telegraph Corp. He was in charge of the company's U.S. group operations, supervised nine divisions with factories and labs employing more than 16,000 people. The Farwells live in Greenwich, Conn. He's active in chamber of commerce affairs; served, during the war, in advisory capacities and was discharged with the rank of Major. He'll be 53 this month.



in dynamic Detroit

300,000*

*families are
reached
only by*



*Fifth Quinquennial
Survey of the
Detroit market

DETROIT MEANS BUSINESS! Payrolls are at an all-time high. Department Store sales for the first 8 months are 14% ahead of a year ago. Auto production of 1960 models is now in full swing, with sales of 7-million cars forecast.

In Detroit's big and busy 3-county Standard Metropolitan Area 300,000 families read **ONLY** The Detroit News—*no other Detroit newspaper*. That's an exclusive NEWS' market the size of Cleveland! In this area, which includes city and suburbs, The News outsells each of the other two Detroit newspapers by a minimum of 100,000 copies weekdays—and 160,000 Sundays.

That's why you **NEED** The News to sell Detroit. And that's why The News carries more lineage than both other Detroit newspapers combined.

475,873 weekdays . . . 596,884 Sunday ABC 3-31-59

The Detroit News

New York Office: Suite 1237, 60 E. 42nd St. • Chicago Office: 435 N. Michigan Ave., Tribune Tower • Pacific Office: 785 Market St., San Francisco • Miami Beach: The Leonard Co., 311 Lincoln Road

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An Eye on Baby

Baby food companies seem unruffled . . . but they're on pins and needles. Giant General Foods threatens to carve for itself a big chunk of the \$300-million-a-year pie now shared by Gerber, Beech-Nut, Heinz (in that order) and others.

Makers of baby food have reason to fret. GF, world's most successful food marketer, is challenging them with a completely new product—instant baby food made by a "dry-freezing process." The housewife merely has to pour the frozen contents of a foil envelope into baby's dish, add hot water, and stir.

General Foods is mum on market tests in Watertown, N.Y. Other companies point out that GF is heavily advertising and couponing the test. They doubt that GF could give this new product the same degree of support nationally. They claim GF's baby food is not as convenient as their products, which don't take freezer space, can be served right from the jar without fixing.

That doesn't lessen their concern though. General Foods can afford to invest \$-millions to break into the baby food market. Gerber, Beech-Nut, Heinz, et al. lack frozen food experience; they'd need several years and a terrific investment to meet GF head-on . . . Our guess: General Foods' new instant product will find a place in the baby food field; and some frozen food companies may follow GF's lead.

Credit for Junior

Credit cards for "juniors" are no gimmick. They're the latest, fastest-growing device for selling to the \$10-billion teen-age market. Already used by many big department stores, they are now being tested by huge Sears, Roebuck at 18 stores in 16 cities. Sears lets 14-year-olds and up charge as much as \$50; they pay back a minimum of \$5 a month.

Many junior charge account plans don't require an okay from parents, but Sears sees an extra benefit in doing so. Sears hopes to make a hit with parents by contacting them to explain that the plan trains teen-agers to manage their money.

Beer Merger?

Persistent rumors of a merger between Falstaff and Miller Brewing make a lot of sense. But you can expect more loud denials from both companies until a deal is closed. A merger with Miller would boost Falstaff from a weak third place in beer sales to a strong No. 3 position, right on the heels of Schlitz (No. 2) and Anheuser-Busch (No. 1).

Here's why the two beer companies would "fit." Miller's strong capital position and national distribution would go well with Falstaff's fast-climbing sales and far-flung brewery network . . . Our guess: Both companies are shopping, but either might get the right deal elsewhere.

Market Clean-up

When the rich get richer, it's probably due to smart selling. Procter & Gamble—which rarely does things by halves—is expected to wipe up half (46%, to be exact) of the household liquid detergent market this year. P&G's success formula: Mr. Clean, a dead item resurrected from the product graveyard, plus millions of ad dollars. Mr. Clean is shining brightly at the expense of such independents as Lestoil and Pine-Sol.

Viscose vs. Nylon

Next year you'll see a death battle fought between nylon and viscose cord (rayon) tires. Viscose makers have so far repelled all attempts from nylon to invade their totally captive new car market (30 million tires). Now, with both sides cutting prices, the battleground shifts to the vast replacement market (66 million tires). Later, it will be truck tires, then aircraft tires, both dominated now by nylon.

Planning the strategy for viscose makers is Tyrex, Inc., one-year-old trade association for five producers. After an initial \$2-million barrage of advertising and promotion, Tyrex is now throwing in more shock troops—breaking into spot TV in 20 markets . . . sponsoring a 30-city sales show on closed-circuit TV . . . aiming a direct mail program at 1,100 key executives involved in 63% of all replacement tire sales . . . sponsoring a \$50,000 contest for 25,000 tire dealers. Nylon makers are fighting back individually. And, sitting serenely in the middle of the fray is giant Du Pont, which makes both nylon and viscose—and can't possibly lose.



Imported Oil-drop

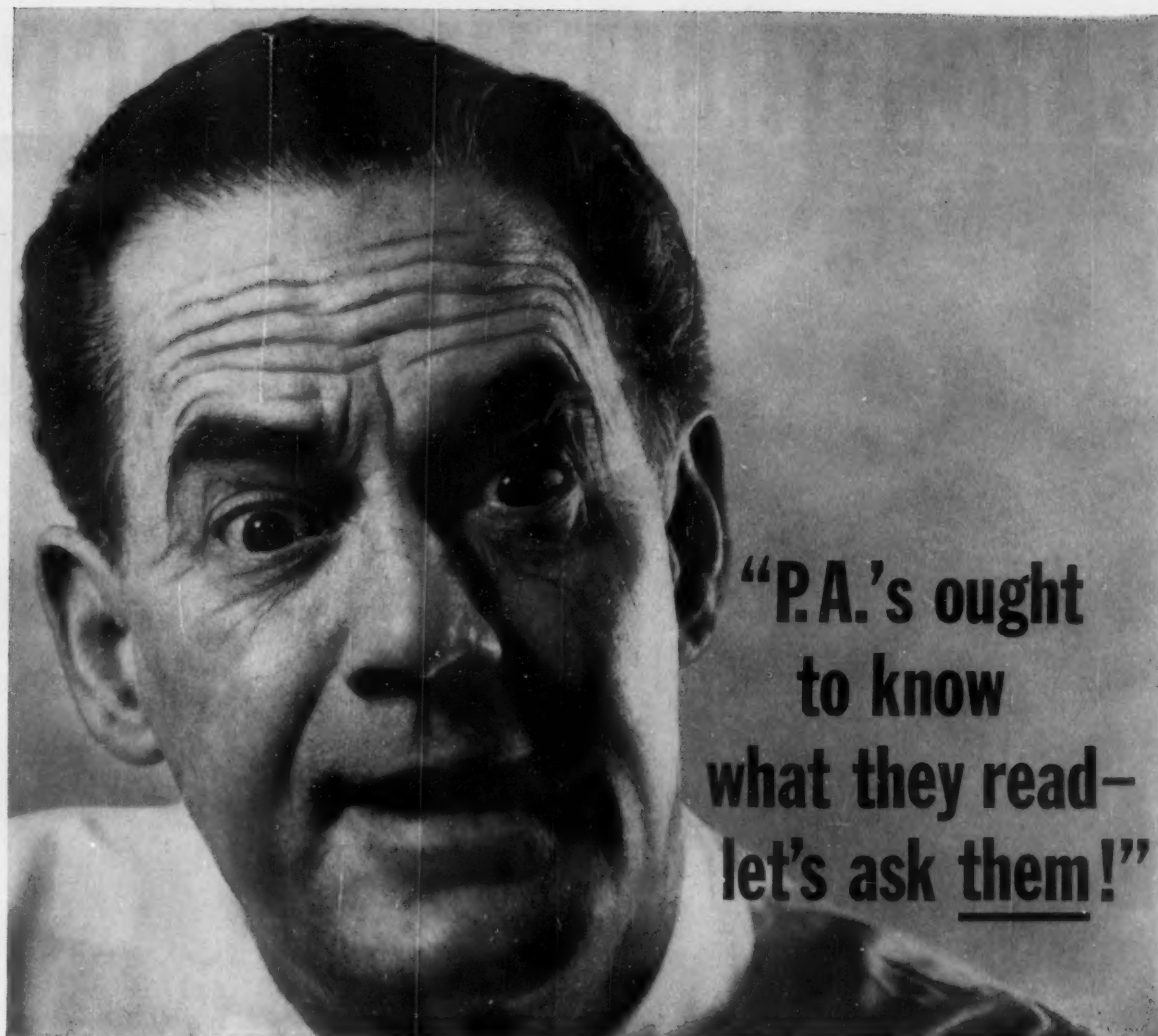
A new symbol? No, it's an import. Fresh from a successful ten-year tour of duty in foreign lands, the happy imp of an oil drop (at left) is going to work in Esso Standard Oil advertising in the U.S. Esso will merge the oil drop with its Happy Motoring slogan.

The aim: "To provide a continuing, positive association with the pleasant aspects of driving."

Push for Citrus

After years of intramural feuding, Florida citrus companies seem to be making peace among themselves. Possible results: They'll now "sell" orange juice and reap richer profits.

The citrus industry's \$3.2-million ad campaign this fall represents more than a try to win more orange juice drinkers. John Fox, president of Minute Maid, tells us that "for the first time in history, the rambunctious citrus industry decided to sell its product—rather than resort to distressed pricing to move its fall inventory." The Florida industry is already spending \$7 million this year, "just to tell people that orange juice is good for them," as Fox puts it. (For more on Minute Maid, see page 12.) As an extra, the \$3.2-million push—using national magazines, Sunday supplements and 80 newspapers with color presses—is bound to make a hit with retailers as well as consumers. Besides sweepstakes cash, it offer a 12c refund on any frozen orange juice, national or private brand.



**"P.A.'s ought
to know
what they read—
let's ask them!"**

Fine! Do it! Meanwhile, maybe you'd like to know how the answers came out when other manufacturers asked purchasing agents what they read.

PURCHASING Magazine never makes reader preference studies. We *could* be called biased. But many of our advertisers have asked the question direct—asked purchasing people among their own customers and prospects.

Dozens and dozens of such independent surveys have been made, always with the same result—purchasing people prefer PURCHASING Magazine.

Even when such surveys are not limited to purchasing agents, but include all kinds of industrial manufacturing executives, PURCHASING ranks right up near the top.

All this is a matter of record. Our nearest representative will be glad to show you these independent survey results. Or if you prefer, he'll help you make one of your own, at our expense.

PURCHASING MAGAZINE NEW

A CONOVER-MAST PUBLICATION

CPA

the news and methods magazine for purchasing executives
205 East 42nd Street, New York 17, New York

Sales Management October 2, 1959 55

CATCH THEM IN THE ACT





Your advertising in American Home catches 12,000,000 home-minded men and women in the act of planning their buying. When they're building, remodeling, redecorating; when they're selecting their appliances, their furnishings, their gardening tools; when they're planning tonight's dinner or Saturday's party...they rely on American Home for the exciting, practical, stimulating ideas they can use NOW.

CATCH THEM IN AMERICAN HOME

A CURTIS MAGAZINE READ BY 3,600,000 FAMILIES WITH A CONSUMING INTEREST IN THE HOME



MARSHALL S. LACHNER

DYNAMARKETER

Babbitt's U.S. Savings Stamp Premiums Stir Consumers . . . and Congress, Too

By LAWRENCE M. HUGHES
Senior Editor

"If you haven't got money, if you haven't got size, you can win with imagination and ingenuity."

So said a soap salesman in a short course on merchandising for congressmen.

After 123 years B. T. Babbitt, Inc., New York, still lacks money and size. But in the 21 months it's had Marshall Smith Lachner as its president, the little company has made some big news and has won a lot of new customers.

Against the Big Three, whose combined \$2.2-billion sales represent 80% of "soap" volume, Lachner intends to see that imagination and ingenuity keep Babbitt growing.

As a former Colgate v-p and sales manager, however, he has no illusions as to how tough this job will be: "To advertise just one of its brands—Tide," he shows, "P&G spends more money than the combined \$20-million sales of all our products last year."

On September 4 Babbitt's president testified in Washington before a House judiciary subcommittee considering a just-introduced bill that would ban the use of U.S. Savings Stamps as premiums.

(Ten days later, the subcommittee reported adversely

on the proposed bill. Vote was five against two.)

Lachner's testimony came two weeks after publication of the September Reader's Digest, in which Babbitt had invested 118,000 of its precious dollars for a third-cover gatefold to announce an "Own a Bit of America" (OBA) premium plan.

Said the ad: "Get U.S. Savings Stamps free . . . with coupons on B. T. Babbitt, Inc., products. Seals on such Babbitt brands as Bab-O cleanser, Glim liquid detergent and Air-Gene room deodorant, as well as the recently acquired Charles Antell hair care preparations, vary in value from 5 to 25 cents. When a consumer has saved labels totaling 25 cents, or multiples of it, she mails them for redemption to OBA Corp., Mount Vernon, N. Y.

OBA Corp. is a not-for-profit organization of Babbitt. The Reuben H. Donnelley Corp. redeems the labels for Savings Stamps and is selling the plan to other manufacturers.

Last winter two adjoining news stories caught Lachner's alert brown eyes. One reported a speech by President Eisenhower on the dangers of mounting inflation. The other told of declining sales of government Savings Bonds and Stamps.

Babbitt had been engaging in "public service" in an ingenious but somewhat "local" way. A "buy three, ride free" plan for its products, started on the New York subways in July 1958 had been extended to public transportation systems of other cities, from Boston to Miami and Milwaukee.

At the drop of a query, Lachner will tell in detail how Babbitt's plan boosted off-hour transit in Philadelphia and, for the first time in 11 years, reversed a downward rider trend in Milwaukee. (In New York it helped to stave off a fare increase.) He will show plaques and citations from sales executive and advertising clubs in several cities (Cincinnati, Detroit, Philadelphia). His big book of clippings embraces stories and comments on the plan from "every country except Russia."

But, he admits, "buy three, ride free" had shortcomings: In each new city we had to build up inventories—while we were still missing a lot of other major markets. And in every city many people must travel by other means.

"We needed something with (1) universal appeal and

DYNAMARKETER dy'na-MAR'ket+er, n. [SM fr. Gr. dynis (power) & Eng. v. to market (to expose for sale in a market, to sell)] 1. One who, in an unusually powerful or dynamic manner, offers goods or services for trade or sale; esp. a leader, innovator, and creative personality. 2. A rare bird, dynis marketis. Usual habitat: large metropolitan areas. Characteristics: Migrates everywhere, seldom for more than two days. Almost never sleeps, is highly competitive, and seldom remains stationary. Loves to plunge into tight places, usually emerges smiling. Call: Sales, sales, sales. 3. (Obs) A seller of dynas.

Greensboro -- GREEN THUMB OF THE NEW SOUTH'S MARKETS!



Sales grow bigger and faster in the Greensboro metropolitan market — where retail sales have increased a hundred million dollars in just four short years. Schedule your advertising in the only medium with dominant coverage in this market and selling influence in over half of North Carolina.

Greensboro News and Record
GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.

Welcome to Pittsburgh



SALES MANAGERS

We specialize in supplying carefully screened salesmen—trainees, general salesmen, sales-engineers or sales-management personnel.

If you are recruiting salesmen nationally, our nationwide affiliations enable us to assist with your entire program.

PRIVATE INTERVIEWING OFFICES

Call or write describing your requirements. We'll "work ahead" of your arrival in Pittsburgh.

'LIKEN EMPLOYMENT' AND PERSONNEL SERVICE

Keenan Building
Pittsburgh 22, Pa.

643 Liberty Ave.
EX press 1-1866

MARSHALL S. LACHNER (continued)

DYNAMARKETER

fixed values; (2) nationwide application and meaning to church, school and other groups, and (3) big public service value and prestige.

"In short, we needed a plan to benefit the public and the government, and manufacturers and retailers."

Lachner isn't bashful about selling ideas to officials: "Friends said that the subway idea wouldn't work, that a publicly owned system wouldn't allow it. I'd never met Charles Patterson, chairman of New York's Transit Authority. But when I phoned him for an appointment he said: 'Don't come to see me. I'll come to see you.'"

"In the Savings Stamp plan we didn't have to go to the Treasury's Bond Division. A lot of businesses were, and are, giving these stamps as premiums. (Safeway and other grocery chains took our plan and are applying it not only to our own but to other manufacturers' products.)"

"But, to be sure, we showed the Treasury people our plan, and waited until last April to make sure they had no objections.

"In Washington on June 11 we announced the plan to the press. On July 1 the September Reader's Digest closed with our announcement ad. . . . We're also promoting via radio.

"Babbitt and Donnelley are glad to make the plan available to other manufacturers—including Babbitt's competitors. Donnelley put \$15,000 into a presentation, and has shown it to 100 of their accounts. Thus far 13 are 'definitely interested.'"

Meanwhile, Babbitt is merchandising its role in the plan through displays, banners and other point-of-purchase devices. Lachner is striving for better shelf positions: Once, in a super market, he watched a woman start to reach down for a product he was selling, and then pick a handier rival. "When I asked her why, she said, 'Young man, if you wore a tight corset, you wouldn't reach down for anything!'"

He figures that when a lot of products offer U.S. Savings Stamps, "four trips to a super market may buy a Bond for the family."

Amid much acclaim, Lachner, thus far, has heard only two squawks. "One was from a competitor," he says. "The other was from Congressman Multer."

Abraham J. Multer (Dem.), Brooklyn, somehow convinced himself that B. T. Babbitt, Inc., was using the

Treasury Department. He introduced a bill (HR8107) to "prohibit the use of U.S. Savings Stamps in any trade promotion."

Lachner was not loath to reply. The day before hearings on the bill were to open the press proclaimed:

LEGISLATION MAY BLOCK MILLIONS IN TREASURY SAVINGS STAMPS PURCHASES

To the subcommittee Lachner told "a little bit" about Babbitt's efforts to stay alive in "this jungle of ours, the soap industry." He described how "essentially the soap business is the advertising business. You can practically predict the success of a soap product by the size of its advertising budget."

The Davids in this arena of Goliaths must use imagination and ingenuity to stretch and strengthen their advertising dollars. ("Only a little man who wanted success badly would have the stubbornness to . . . persuade New York City's Transit Authority . . .")

The Treasury decided, Lachner told the committee, that there was "no essential difference between giving the consumer 5-cents-off on the regular price and 5 cents toward the purchase of a U.S. Savings Stamp."

The Treasury, of course, would not endorse Babbitt and its products, nor OBA. Lachner emphasizes that the Treasury is not party to the plan. "We pay full price, in advance, for every stamp we purchase. OBA even contributes the stamp books, which the government normally gives away free . . ."

"If American industry was right to spend millions of dollars, to promote U.S. Savings Stamps and other objectives, to help win the war," Lachner asked the solons, "would not industry also be right to fight for a prosperous peace?"

He produced seven typed pages of specific answers to Multer's charges. Some of them were:

1. Every OBA promotional piece is previewed by the Treasury.

2. Though it might take long use of Bab-O to get one stamp, the plan applies to a lot of other Babbitt and Antell products. As other manufacturers join, their labels will be interchangeable at similar "values."

3. Participants will not raise prices to cover their cost of the program.

Already businesses give more than \$2 billion in premiums annually. "All we have done is to substitute U.S. Savings Stamps" for merchandise premiums or money.

4. Various state laws require statements of "cash value."

5. As to the offer's present cutoff date of December 31, 1960: Though such dates, legally, must be announced, Babbitt has "never failed to honor" latecomers.

Lachner tells his stockholders that under the OBA plan, Babbitt will get "a greater return on its investment" than it could "in any other way."

A Treasury official confides that "a thing like this is worth \$50 million in advertising to the Savings program."

On graduation from Wharton School, Marshall Lachner started selling oilcloth at Macy's, New York, for \$18 a week; advanced to adult games and then men's furnishings, where he became an assistant buyer, at \$35.

A friend at Colgate-Palmolive convinced him he could do better for his wife and daughter (they now have four sons, too) if he went back into selling.

In 17 years at Colgate, Lachner rose from display merchandiser and junior salesman to v-p and head of the Soap Division, a \$156-million "business."

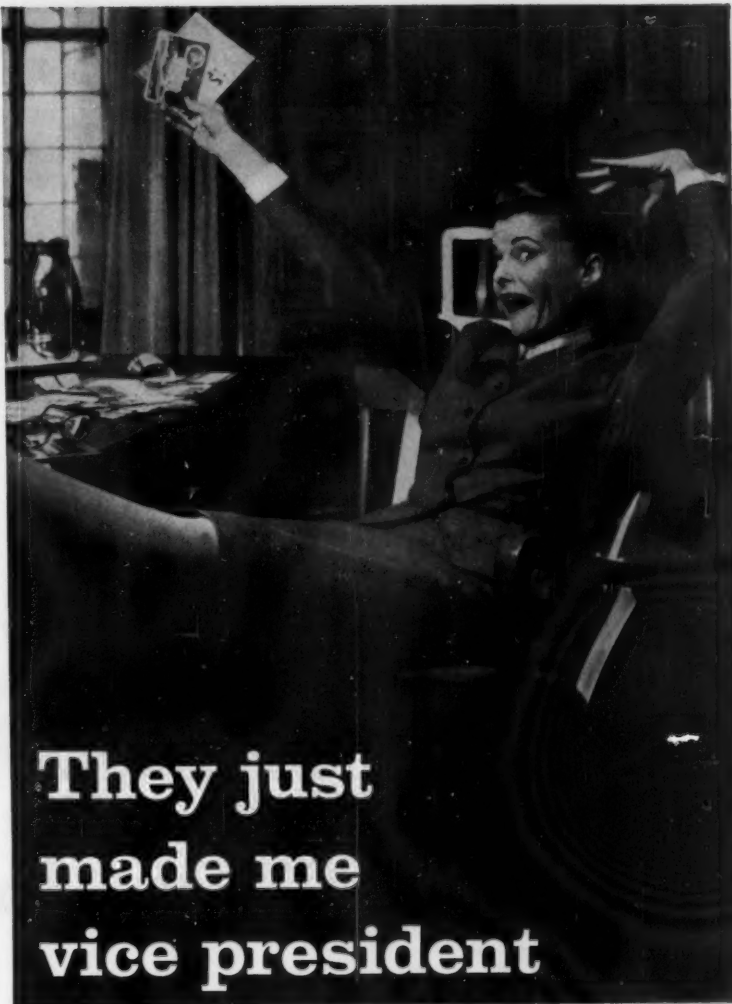
After a two-year interlude as president of Pabst Brewing, he moved back to soap with Babbitt. This old company had gone, after tax carry-back, \$1.1 million in the red. Its distribution was spotty; product acceptance low.

Lachner hired several key soap men and merchandisers — among them, Michael Frawley, Jack Zugden, Ralph Robertson, Russell Thatcher and Hal LaBell — and set out to rebuild. For ten weeks he and six other key Babbittites took to the road to "live" with major chain operators. "We told them we intended to revolutionize the company with good products, sound policies and vigorous promotion," Lachner says. "And we asked for their advice and help."

"They welcomed us, and they were glad to help."

Lachner realizes that "we've got to grow—or go." He is planning Babbitt's growth both through widening the present line ("with products which don't compete head-on with the Big Three") and through mergers. By 1964 the Big Three might be turned into the Big Four.

"But," he admits, "we'll still be relatively small. We'll still need all the imagination and ingenuity we can muster . . . to keep growing." ♦



They just made me vice president in charge of labels!

"You don't believe me? All right, if you want to be a square, let's say they *practically* made me a Vice President after I started ordering from Ever Ready. We don't have a label problem any more. Ever Ready never lets us down on service, quality, or reasonable price!"

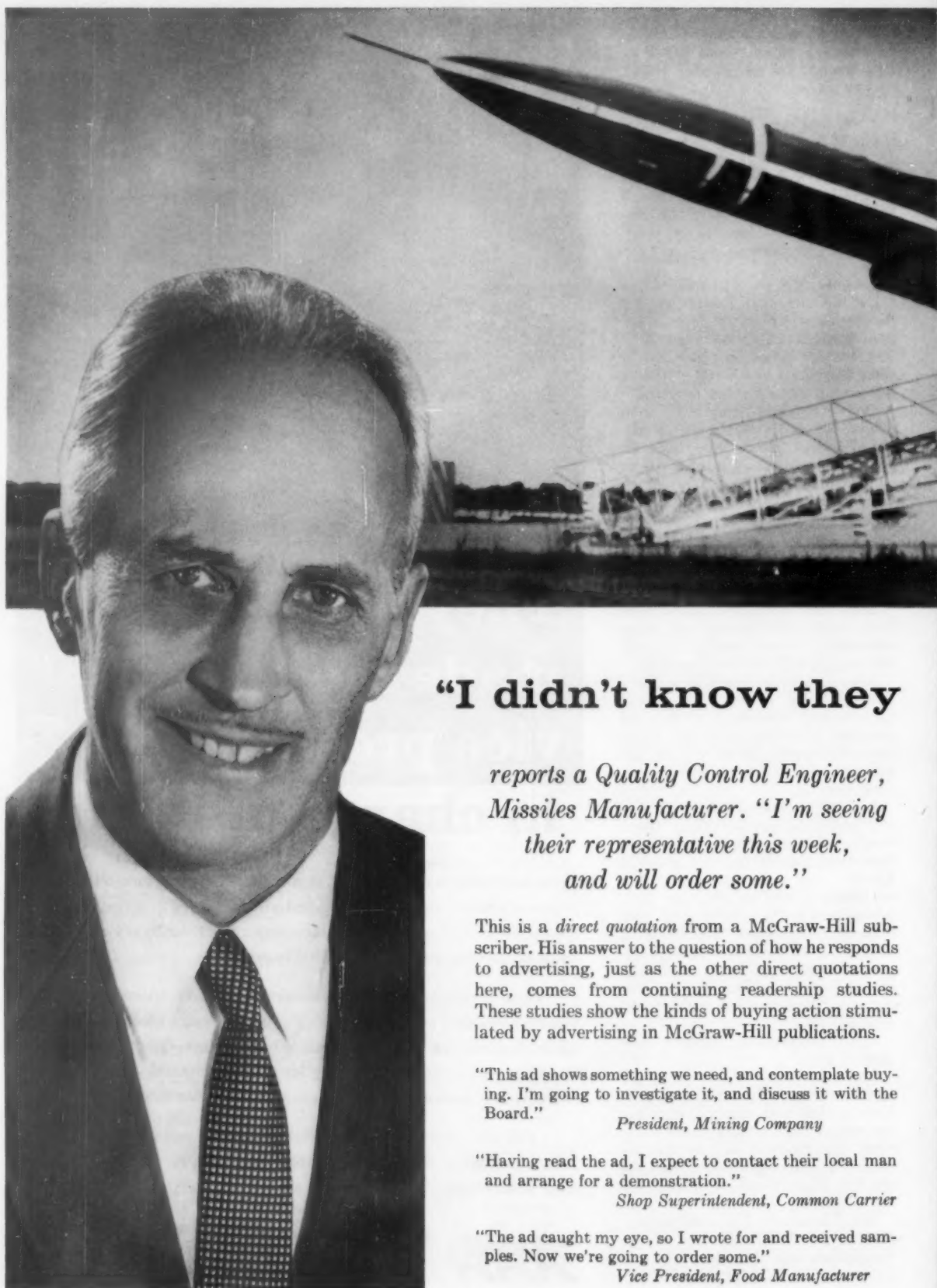
Over a million satisfied customers like Ever Ready service too! Whether you need packaging labels, shipping, pressure sensitive, tabulating labels, fund raising seals, heat seal, foil or *any* other type of label, Ever Ready provides one-stop shopping for all your requirements. Fifty years of know-how assures you experienced, efficient handling of your orders.

You can cut costs, improve efficiency, boost sales with Ever Ready label ideas. Write *today* to Carol Hampton, our promotion manager, for Ever Ready's amazingly helpful idea kit.



EVER READY LABEL
CORPORATION

356 Cortlandt Street, Belleville 9, New Jersey



"I didn't know they

*reports a Quality Control Engineer,
Missiles Manufacturer. "I'm seeing
their representative this week,
and will order some."*

This is a *direct quotation* from a McGraw-Hill subscriber. His answer to the question of how he responds to advertising, just as the other direct quotations here, comes from continuing readership studies. These studies show the kinds of buying action stimulated by advertising in McGraw-Hill publications.

"This ad shows something we need, and contemplate buying. I'm going to investigate it, and discuss it with the Board."

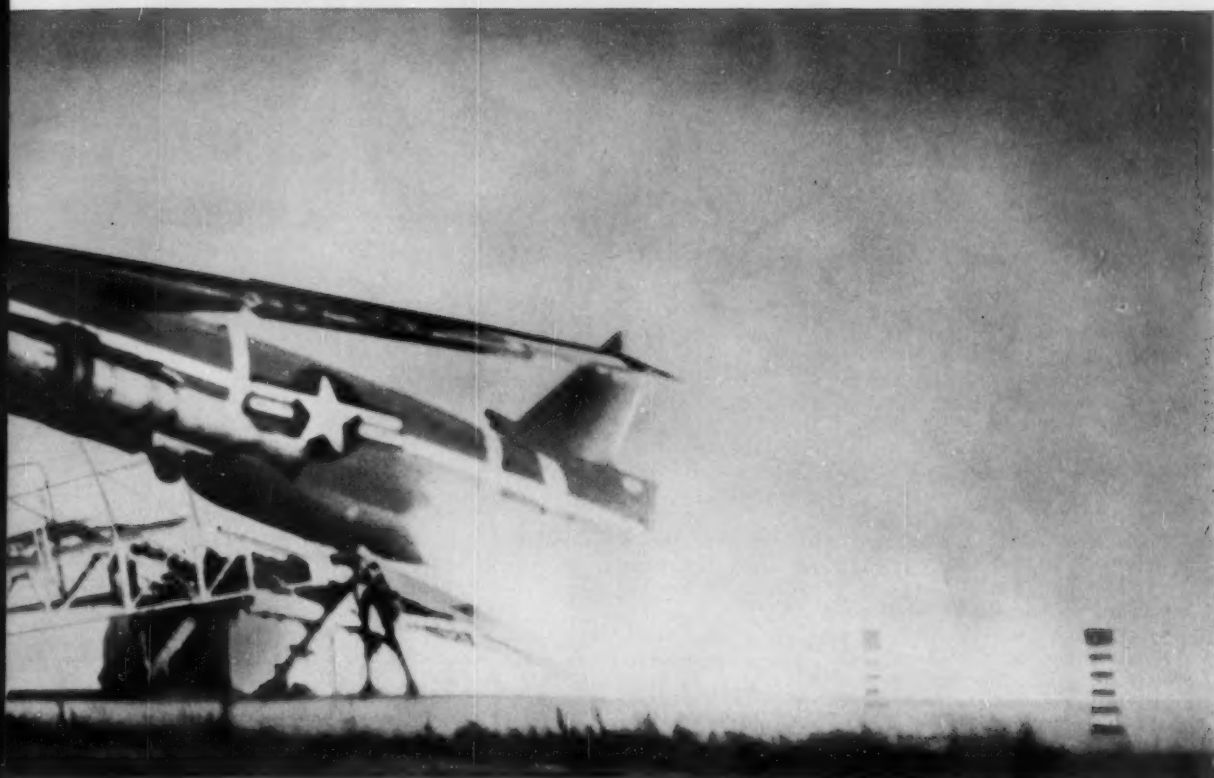
President, Mining Company

"Having read the ad, I expect to contact their local man and arrange for a demonstration."

Shop Superintendent, Common Carrier

"The ad caught my eye, so I wrote for and received samples. Now we're going to order some."

Vice President, Food Manufacturer



had this new gauge till I saw the ad,"

"After I saw the ad, I went over it with my boss. He will get in touch with them."

*Air Conditioning Engineer,
Electric Motor Manufacturer*

"I just ordered some. We've used their product, and the ad served as a reminder we needed more."

*Purchasing Agent,
Plastic Parts Manufacturer*

"We made a \$4,000 purchase from them as a result of their ad."

Chief Engineer, Contracting Company

"I've been looking for improvements, and this ad shows what I want. I'll certainly put in a trial order."

*General Foreman,
Industrial Equipment Manufacturer*

"I sent for information on the ad, and will get it to our engineers. We're definitely going to try this."

*Vice President,
Truck Trailer Manufacturer*

Advertising is a primary tool in selling to business and industry. It will contact prospects, arouse interest, create preference . . . help keep old customers sold. Thus your salesmen have more time for the important jobs of making specific proposals and closing sales.

Advertising concentrated in those McGraw-Hill publications serving your major markets *helps to sell* your products and services. Your McGraw-Hill representative will be glad to furnish additional evidence of the buying action you can stimulate among more than a million key men in business and industry who pay to read McGraw-Hill publications.

 **McGraw-Hill** 
P U B L I C A T I O N S

McGraw-Hill Publishing Company, Inc., 330 West 42nd Street, New York 36, N. Y.

Sales Management October 2, 1959 63

THE SCRATCH PAD



BY T. HARRY THOMPSON

Fall guy: I'll cede you the summer and core-oven heat. I'll give you the winter and ice under feet. And I'll take October the whole 12 months through. But maybe, Scratch-Paddicts, I don't speak for you!

Add similes: As fleeting as a 49-star flag.

Slogan for Black Flag: The banner of bugs.

Slogan for Tums: We fix flatulence.

Nice writing by the Associated Press . . . calling the St. Lambert Lock "the first step of a watery ladder to the Great Lakes."

Fred Astaire's book is titled "Steps in Time," suggested by Noel Coward. I would have called it "Astaire Steps."

Sign in a Manayunk, Pa., diner: "There is no damn reason for it. It's just our policy."

Cunard had a headline I found it easy to okay: "Nature's Tranquilizer."

I liked the title of that best-seller: "Captions Courageous."

Coronet quotes General Features: "Don't be ashamed of your past. Write a best-seller!"

Grocers sold more than \$309 million of prepared dog-food, compared with \$226 million of prepared baby-food, according to Curtis News-Briefs, quoting The New York Times. There are an estimated 26 million pooches in the U.S. today.

Why shouldn't automobile tailpipes be made of rustless aluminum or stainless steel?

Fortunately for the late W. C. Fields, irate parents can't get at him for this crack, quoted in "Back Talk": "Any man who hates kids can't be all bad."

Last tube of Pepsodent I bought was flavored with wintergreen. Ah, yes! Wintergreen for Pepsodent!

Television: "Baa, baa, Black Sheep, have you any lanolin?"

Sailor: A wolf in ship's clothing.—Pantomime Quiz.

An ailment the rest of us have to learn to live with: Inoperable Grandmotheritis.

Keystone Auto Club's efficient patrolmen must get pretty tired of cracks about "the Keystone Cops."

The English are rather good at this sort of thing: Saying, for example, that Nehru finds himself on the horns of a "Dalai Lama."

A policeman's lot is not a happy one, except on TV, where there is always parking space at the curb, and not six blocks away, either.

Suggested birth-announcement, male:

A shipment came to bring us joy. The label read: "One Bouncing Boy."

We knew his name but not his weight.

Here's both, to keep the record straight.

Jack O'Reilly tells me about the kangaroo mother who said: "I hope it doesn't rain today. It's so messy when the kids have to play indoors."

Genteelisms . . . who needs 'em?

The sportscaster tells us the game was postponed on account of "inclement weather."

Inclement weather, my sister's cat's duodenal ulcers! If that's what it was, then why didn't the ballpark issue "inclement checks" instead of "rain-checks"?

It wasn't inclement weather. It was rainy weather. It was bad weather. It was lousy weather. But we Americans are so addicted to the genteelism, we don't hardly speak basic English no more.

A page of fine print in the classified announces a sheriff's sale. Time and again, the thing that will go under the hammer will be a "message," never a "house." The legal mind at work!

We don't "take part" in a game or a movement. We "participate." We don't "want to buy." We are "desirous of purchasing." "The job pays well," but the man writing to the applicant tells him "the position is lucrative."

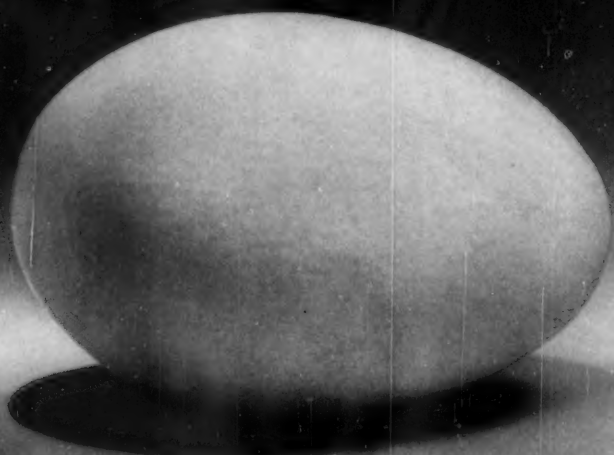
Maybe I'm not being completely honest, for you have seen me kick the dictionary around, sometimes for laughs. But you aren't run-of-Miltown readers. You aren't anti-semantic. You went beyond the fifth grade and have a nice appreciation of the nuances of rhetoric.

You address your markets in their own lingo. If it's fancy, you have the words on tap. If it's mass and massive, you have the good sense to talk and write Marlon Brandoes. When I write advertising copy for the mob, I wouldn't touch a genteelism with aseptic gloves.

Hoping you are the same, I am, Yr. Obdt. Svt.

T.H.T.

**SOME
PACKAGES
JUST
CAN'T BE
IMPROVED
BUT...**



... others can, and improving them is our specialty. Plax concentrates on packaging in plastics. We design and manufacture, in hundreds of shapes and sizes, plastic containers that squeeze, spray, pour, drip or "carry"—for foods, drugs, cosmetics, detergents and industrial liquids. Some examples of packaging designed by Plax for leading companies are shown on the pages following.



**PLAX
GIVES A PACKAGE
A PLUS**



YOU'RE IN THE BEST OF COMPANY...

Today's plastic containers, properly designed and fabricated, are far more attractive, safer and easier to handle than glass or metal. More important, the modern touch of "squeeze-bottle" plastic can move your products off the store shelf quickly and profitably. Many companies, once doubters, are now enthusiastic users.



WHEN YOU USE PLAX CONTAINERS

The large staff of Plax designers and engineers, working with your specialists, can give your package unique styling and functional advantages. Plax is the foremost producer of plastic containers, with the largest manufacturing capacity in the industry.

PLAX

**PLAX
GIVES A PACKAGE
A PLUS**

OVER

WEIGHT IS BAD FOR PEOPLE AND SALES



For over 100 years, shippers have used heavy, old-fashioned glass bottles. The new square plastic 1-gallon container by Plax, shown here, weighs only 3 ounces —15 times lighter than the glass bottle it replaces! Startling savings in freight costs, too, and no breakage or disposal problems. Industry is buying them by the thousands for shipping a wide variety of liquids... from chocolate syrup to sulfuric acid.

Plax Corporation, Hartford 1, Conn.

In Canada, Plax Canada Ltd., Toronto

PLAX

**PLAX
GIVES A PACKAGE
A PLUS**

5 How Big Advertisers Use Split-Runs

Whether used to introduce new products fast, exploit local opportunities, or test products and promotions, split-runs are proving valuable and maneuverable tactics for today's big advertisers. It's all in using the right split, the right way.

By LAWRENCE M. HUGHES
Senior Editor

Two axioms of advertising might be:

1. The bigger the budget, the bigger its job of getting products and services sold.
2. The bigger the budget, the greater the need to make every dollar count **when** and **where** it will convince the best prospects.

In the July 3, 1959, issue, *Sales Management* summarized the rapidly expanding and diversifying split-run availabilities of national and regional publications, to help advertisers "pinpoint logical markets and reduce waste."

In this issue *SM* tells how major advertisers of foods and farm machinery, books and home appliances, toilet tissue and telephone service, are applying these availabilities—in general, farm and newspaper magazines—to solve their specific marketing problems:

General Mills, Inc., for example, puts splits and "multi-mix" ads to work to win faster national acceptance of new products.

Philco Corp. splits to achieve greater exposure of products of "less recognition."

Deere & Co. splits to fit each of a lot of local opportunities: to promote specific machinery for specific crops in specific areas during specific seasons.

Doubleday & Co. splits to "prove" new book clubs against established ones; and by comparing offers, copy and other factors, makes every ad dollar work more effectively.

With 37-state distribution, **Northern Paper Mills** is glad to be able to split off 70% of the circulation of *Life* and *The Saturday Evening Post*, and to "marry" other advertisers who get the rest of it. (The others are happy with 30%.)

TV Guide's 53 editions enable big **Bell System** to set a record for splitting in magazines. For its long-distance service Bell runs a different ad in every edition every day. This comes to 371 different ads every week—in this one magazine.

(continued on page 70)

For Deere & Co. . . .

Splits Fit Local Farm Variables

1

Do Every Job Right...
Take It Easy...
Save Money

with a New JOHN DEERE
430 TRACTOR

Do Every Job Right...
Take It Easy...
Save Money

with a New JOHN DEERE
430 TRACTOR

Do Every Job Right...
Take It Easy...
Save Money

with a New JOHN DEERE
430 TRACTOR

Power, Economy,
Traction, Durability...

at These Advantages for Farm in a
New JOHN DEERE 430 TRACTOR

5-Plow JOHN DEERE 730 TRACTOR...

Spares More Out of Bush More Often
Take Less Out of Bush More Often

HEADLINES may look alike. But Deere promotes different tractors in Farm & Ranch to meet different problems of tobacco, cotton, rice, tall and short grass farmers in specific areas of the broad South. "Rice tractor," next to bottom, went into just 52 damp-and-delta counties in the Southwest.

The company founded on John Deere's forging of the first steel plow in 1837 has been pinpointing farm prospects ever since.

Deere & Co., Moline, Ill., recognizes that farmers' problems and opportunities are increasingly varied — and local.

Today, to meet them, Deere's 13 U. S. factories make 350 basic machines or tools. For every crop in every climate Deere designs tools to help millions of individual farmers in every step from first tilling to final harvesting.

(Under the John Deere brand, for instance, are 30 different models of farm tractors, in six power sizes from 20 to 75 horsepower.)

To sell them to more than 4,000 dealers Deere maintains, in the U. S. alone, 14 sales branches and 41 sub-branches, transfer houses and parts depots. Other countries also contribute to Deere's half-billion-dollar total.

To promote them Deere schedules approximately 100 farm publications — not counting agricultural college papers. The list is vertical by specific crops and horizontal. It embraces state, regional and national publications. But increasingly the national — and even the state — publications are being "split" to fit cases.

Another major medium is Deere's own bimonthly magazine, *The Furrow*. Its circulation is now divided — with largely differing editorial material and advertising — into eight U. S., three Canadian and one Spanish language edition.

All publication ads are prepared and pinpointed at Moline, under Donald Dilworth, advertising director, and placed through Gardner Advertising Co., St. Louis.

"State farm papers are the backbone of our specific-product advertising," Dilworth explains. "In general farm magazines we promote a line. But more and more — as these magazines offer regional, state and crop separations — we're using them for individual products, too."

Splits can be big. For *Farm Journal*, Philadelphia, Deere prepares 36 pieces of one-page copy annually: nine for each of FJ's four regional editions.

But splits also can sever a single state. "We've gone back into Mississippi Farmer," Dilworth points out, "since it has divided the eastern (timber and general farming) and the western delta areas of that state."

And since *Farm & Ranch—Southern Agriculturist*, Nashville, this year split its two broad editions across the South and Southwest into five crop editions — tobacco, rice, cotton, tall grass and short grass — to become "almost a state farm paper, we've taken advantage of these editions." (East of the Mississippi F&R splits by crops; west of the Mississippi by rainfall.)

Here's how Deere's tractors tackle Farm & Ranch readers:

(continued on page 72)

Marketing begins with markets

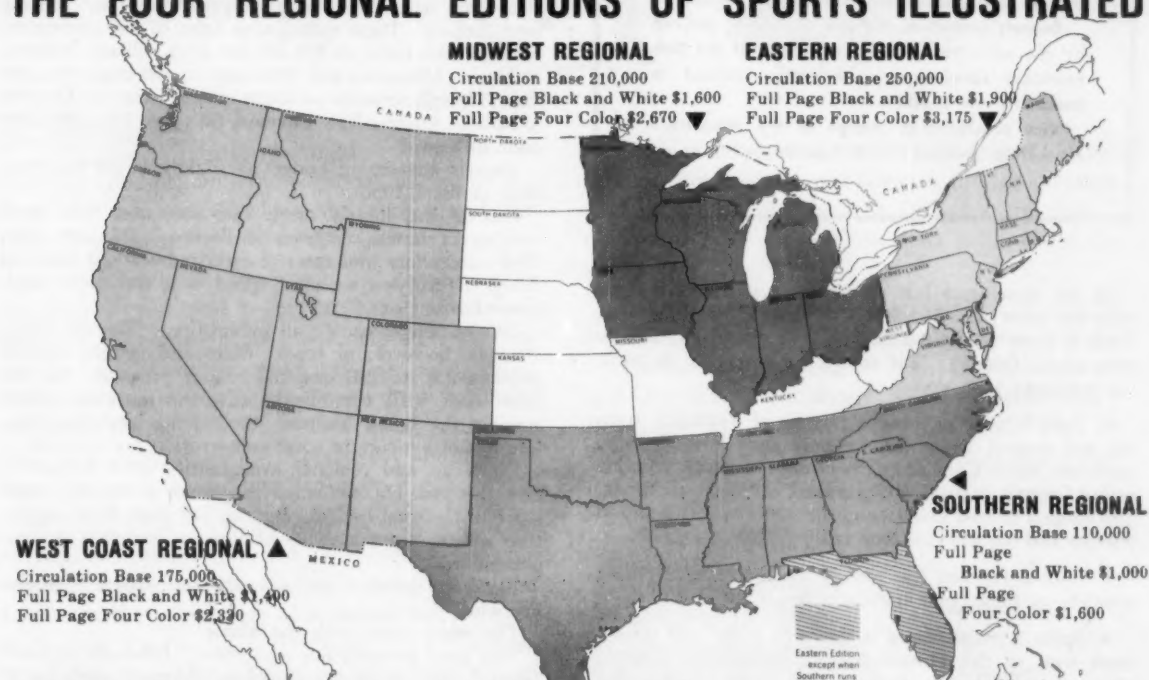
And the four regional editions of **SPORTS ILLUSTRATED** are regularly scheduled sections covering specific market areas, available singly or in combination, without regard to availability of space in other sections of the magazine.

These are not "split-runs." You do not have to wait for other advertisers to schedule insertions in areas outside of the edition you choose. Yet they are bound into the regular national edition of **SPORTS ILLUSTRATED** and include all of its national editorial and advertising pages.

If your marketing program calls for the areas covered by one or more of these editions, why not include them in your plans right now?

For further details: William A. Marr, Regional Advertising Manager, **SPORTS ILLUSTRATED**, Time & Life Bldg., Rockefeller Center, New York 20, N. Y.

THE FOUR REGIONAL EDITIONS OF SPORTS ILLUSTRATED



IN SPORTS ILLUSTRATED (national circulation, 900,000 families weekly) you reach the top of the fastest-growing market in the U. S. today: the families whose primary interests are sports and the active life. Nearly half of family heads earn above \$10,000 a year—and

SPORTS ILLUSTRATED's median income is higher than that of any weekly read by the whole family. Each regional edition is a reflection of this able-to-buy, first-to-buy market—which, along with **SPORTS ILLUSTRATED's** circulation, has doubled in size in only 5 years.

Deere Forges Ahead In Farm Machinery

The new No. 1 sales factor in farm machinery sales in the U. S. is Deere & Co. of Moline, Ill.

For 1958 International Harvester's \$1.098 billion still was more than twice Deere's 122-year-record \$472.6 million. But more of Harvester's total was in trucks and other lines.

Though Deere recently has gone into tractors for industries and municipalities, and now has a chemical division, more than 90% of its volume is to the farm.

While Harvester's total sales in 1958 declined \$73 million, Deere's expanded \$84.5 million. And while Harvester's sales rank among U. S. manufacturers, in Fortune's listing, slipped from 28th to 30th, Deere's climbed from 101st to 81st.

Deere makes money from the farm. Its \$42.1-million net income in the fiscal year ended October 31 last, was 47% higher than the year before. Its ratio of net to sales was 8.9%.

Meanwhile, Harvester's net income last year fell from \$45.6 to \$43 million. Its net-to-sales ratio was 3.9%.

In the first half of fiscal 1959 Deere's sales climbed 31% more, to \$273.1 million. Its net income skyrocketed 56% to \$25.1 million.

Deere's president, William A. Hewitt, arrived by the sales route. From manager of the San Francisco sales branch he was advanced to executive vice president.

Vice president in charge of the company's Marketing Division is C. R. Carlson, Jr.

In the same issue last spring three of the five splits bore the same main headline: "Do Every Job Right . . . Take It Easy . . . Save Money." (These could be the aims of all farmers.) But except for a coupon in each, the similarity soon ended.

- Split 1 went to tobacco farmers of Kentucky, eastern and central Tennessee, Virginia and West Virginia, northeast North Carolina, parts of eastern South Carolina and of Georgia, and a Gulf Coast hunk of Northern Florida. The coupon offered booklets on the 330 and 430 standard tractors and the 430 row-crop utility.

- Split 2 reached the rest of the Southeast, offering booklets on these, plus tricycle and L-P gas tractors.

- Split 3, emphasizing a new 2-3 plow 430 tractor went west of the Mississippi into—apparently—all of Missouri and Arkansas, eastern part of Oklahoma and of Texas and all of Louisiana.

- But actually Split 4 cut into this broad market by promoting a "rice tractor." It was circulated in just 52 damp-and-delta counties in eastern Arkansas, southeastern Texas and southwestern Louisiana.

- By contrast, Split 5 was sweepingly simple. For the bigger-scale dry farmers of western Oklahoma, western Texas and all of New Mexico and Arizona, Deere's 730 tractor series "squeeze more out of each man-hour . . . take less out of each man."

Sometimes, however, pinpointing can be carried too far. Formerly each of the 18 sales branches—including four in Canada and one in Mexico—had its own edition of the 64-year-old Furrow. But in each branch area there are now crops and grain. In nearly all areas dairy farming counts more, too. "So we've reduced the 18," Dilworth says, to "eight marketwise editions."

A bifocal look at the eastern and southwest editions of the current issue reveals some similarities and more contrasts:

Both carry the same cover picture of a farmer gathering in grain. The caption, "Harvest Insurance," ties in with an article on page 8 of both: "Don't leave your wages in the field. Grow the biggest yield possible and harvest all of it."

Both pay tribute to Future Farmers of America, tell farm wives how to grow roses, and carry an ad on the John Deere purchase-credit plan.

But where Eastern tells "how to cut corners to quality hay," Southwest shows an L-P gas tractor at work in an almost limitless wheat field to "deliver a better tomorrow for you." Where Eastern promotes an eight-foot combine, Southwest's—18 feet wide—is handling "3,000 or more bushels of maize per day."

But Deere's schedule in the rival, five-regional-edition Progressive Farmer, Birmingham, is still heavy. The Progressive Farmer and Successful Farming, Des Moines, are "show-case media."

(Meanwhile, Successful Farming has announced some sharp pinpointing on its own, with "selectivity on the state level from 20 state and regional editions," starting next January. These splits range from 67,646 circulation for Nebraska alone, to 608,297 for Iowa, Illinois, Indiana, Nebraska, Minnesota and Wisconsin in one large economy size. Though separate packages extend from the Dakotas to Middle Atlantic-New England, SF's own Iowa gets into eight of them.)

Deere's advertising budget is slightly larger this year than in fiscal 1958.

Part of this merely meets rate increases: "The total number of farms continues to decline," Dilworth says. "But circulations and rates of farm publications keep on rising. Every year we must spend more money to reach fewer farms."

"We're now screening all publications. There'll be no changes, however, in types. State and certain vertical publications are still essential to our program. On the other end, we'll continue to advertise in books which support the broad business, the science and long-term interests of agriculture—soil conservation, for example."

"Split-run and regional availabilities have helped to give the four big-circulation magazines a slightly larger share of the total budget. But, against state farm papers, they still must prove ability to pinpoint prospects at comparable cost."

Flexibility involves not only **who** and **what** and **where**, but **when**.

The **when** varies with the **where**.

"We must promote our equipment," Dilworth explains, "ahead—but not too far ahead—of farmers' needs for it. In Texas, for example, we recognize the fact that wheat harvesting begins in May. In Canada it doesn't start until late summer."

"Everywhere we must pinpoint our harvest!"

(continued on page 74)



Air travel is today's **BIGGEST** sales incentive



If you are faced with an expanding need to move more goods, here's one answer that has proved successful throughout the country: a Pan American Travel-Incentive Program.

You can send your top salesmen to anywhere in the world—or around it—by Pan American. An expert Pan Am representative will map out complete details for a travel-incentive program best suited to your particular needs. He'll even show you color movies of the world's finest resort sites. And, your final low package rate covers every detail—like tips, insurance, even recreation activities.

Or, this year why not *hold your convention abroad*. Nowadays the best sales meetings "come to order" overseas. Imagine the response when you announce that your next convention will be held in Nassau, Puerto Rico, Bermuda (or in Europe, South America, Hawaii or the Orient now served by Pan Am's new giant Jet Clippers*)! Watch those sales figures shoot up after your salesmen return from a convention overseas.

Not only is an overseas convention a great morale-booster, but it gives your company added prestige. And, you'll be surprised to find that the cost is often less than conventions held in crowded domestic cities.

Pan Am, World's Most Experienced Airline, is prepared to handle every detail of your convention. For further information on both Travel-Incentive and Overseas Conventions, please write to Henry Beardsley, Pan American, Box 1790, New York 17, New York.

*Trade-Mark, Reg. U.S. Pat. Off.



**WORLD'S
MOST EXPERIENCED
AIRLINE**

FIRST ON THE ATLANTIC ... FIRST ON THE PACIFIC ... FIRST IN LATIN AMERICA ... FIRST 'ROUND THE WORLD

Sales Management October 2, 1959 73

Split-Runs Push New Products

How can print advertising give national sales support to all the members of a fast-growing product family?

The estimated \$10 million annually, which General Mills, Inc., Minneapolis, spends (through Batten, Barton, Durstine & Osborn) to promote Betty Crocker dessert mixes and Softasilk cake flour may seem like plenty of dough.

But when all these products already add up to an estimated \$150-million sales volume, and new types and tastes of mixes keep on coming from Betty's creative kitchens, even this big budget may be strained . . . or split.

Through splits and four-in-one ads General Mills has set out to put some newcomers into the big-time—fast.

Six years ago GMI started to advertise its first Betty Crocker mixes through BBDO. These basic five were white, yellow, devil's food, honey spice cakes and gingerbread.

Since then the number of GMI accounts handled by this agency has grown to 38 mixes and Softasilk. Thus far in 1959 seven new ones have hit the market. Three of them—chocolate cake roll and golden pound and marble pound cakes—still are in introductory stages. Before this year is over other new mixes are expected to join them.

Betty Crocker's major media are magazines and newspaper supplements. Full-color pages are scheduled in a score of magazines—national weeklies, women's service,

home service and farm—and in nationwide and independent Sunday newspaper magazines. Daytime network TV and outdoor advertising are in the program. Soon nighttime network TV will be added.

All these media are used in regular campaigns, primarily for established products.

Advertising budgets for individual mixes are determined both on sales experience and expectations. Established mixes, of course, pay their own way. (A few which didn't were dropped.) "But our continuing problem," an executive explains "has been to help the newcomers realize their full expectations faster."

Split runs have helped.

One of the earlier splits was accidental. A back cover position in the July 1957 Better Homes & Gardens was intended for a cake mix. But when this plate did not reach Des Moines in time, the first million copies, or about a fourth of total circulation, were used for a frosting mix. Then, the plate arriving, the rest of the run promoted the cake mix. . . . Results of the accidental run convinced the company of its worth.

By last fall the then new chiffon cake mix had gained distribution only in nine far western states. The also new Boston cream pie reached all but these nine states. In addition to other far west support for it, chiffon was split geographically with Boston cream pie in eight insertions in five magazines.

(continued on page 76)

Cool-Kitchen Meals

from the Betty Crocker Kitchens



Chocolate Cake
Moist, tender cake with rich chocolate flavor. Perfect for any occasion.



White Cake
Light, tender cake with vanilla flavor. Perfect for any occasion.



Yellow Cake
Moist, tender cake with vanilla flavor. Perfect for any occasion.



Devil's Food Cake
Moist, tender cake with rich chocolate flavor. Perfect for any occasion.

Make all your desserts homemade fresh, wholesome, homemade good! We guarantee every mix we make for you will come out homemade perfect!

Betty Crocker 

SUPPORT: With four panels to the page in alternating A-&-B splits, General Mills gets support and "exposure" for old and new among 38 members of its dessert-mix line. Thus salesmen can tell trade of "big circulation weight of magazines" for newer members, too. Agency handling program is BBDO.

4 Pudding Cakes!

For all our friends—from the Betty Crocker kitchens

Light, tender cake with its own rich pudding sauce—complete in one package and grandmother good!









Make your pudding cakes homemade fresh, wholesome, homemade good! We guarantee every mix we make for you will come out homemade perfect!

Betty Crocker 

BIG IMPACT at less cost: Betty Crocker explains that "A This Week color page costs \$50,000. But under 'Multi-Mix' plan an individual product can enter half of this magazine's 13 million homes in a big way—for just one eighth of that full-circulation figure." So GMI advertises a full line, full time.

Monsanto Lustrex styrene is one of the outstanding plastics molded by creative package manufacturers into containers and packages with unusual beauty, durability, versatility, and sales ability.



Thompson Tool & Manufacturing Company to Plastic Molded Products Co.:

"LUSTREX MOLDED PACKAGING IS HELPING OUR NEW KITS WRITE SALES HISTORY!"

Mr. Arnold M. Thompson, President, reporting:

"We recently introduced a unique line of personal electrical appliances. The package is an integral part of each unit, serving as a portable carrier designed to sell the tool and the batteries that power it. We chose molded packaging because of its colorfully opaque bottoms and crystal-clear hinged lids. Divider and cover for the batteries, contacts, and the motor housing are all molded-in. From every angle—clean handsome design, sturdiness, outstanding display, and low cost—only molded packaging could have done the job so well.

"And how's this for writing sales history: kit sales for the first quarter of 1959 were 25% better than the last quarter of 1958—the Christmas quarter!"

Which package will do the most powerful selling job for *your* product? Find out quickly and at no obligation. Mail the coupon below for a free copy of "The Molded Package Evaluator," a fast guide to sales-minded packaging for foods, drugs, sundries, and hard and soft goods.

LUSTREX: Reg. U.S. Pat. Off.

Monsanto



Pat O'Brien and Dorothy Lamour are spearheading the promotion of the new Thompson line which includes the manicure set, dental kits and typewriter eraser kits, all molded of Lustrex styrene by Plastic Molded Products Company, Chicago.

MONSANTO CHEMICAL COMPANY
Plastics Division, Dept. 1139
Springfield 2, Mass.

Please send me free copy of "MOLDED PACKAGE EVALUATOR."

Name _____ Title _____

Company _____

Address _____

City _____ State _____

Some of the magazines then could not give the two products a "perfect split." In these chiffon had to take the conventional 11-far-west-states region. Boston cream was robbed of Colorado and Wyoming. But on the whole, General Mills was pleased.

The two products had the same inside color page of Look for November 25, the same fourth cover of The Saturday Evening Post for November 29. They shared the same page twice in Ladies' Home Journal and McCall's Magazine, and the same inside page and then fourth cover in Better Homes & Gardens.

Chiffon's share of total circulation of the five books ranged between 18.7% in the Post to 14.2% in Look. Conversely, Boston cream pie got 85.8% of Look's total, 81.3% of the Post's. But from the five, chiffon still received 4.24 million of far-western circulation.

On its own, at the same time, chiffon was promoted in Sunset Magazine and Western Family, the western edition of Farm Journal, in color advertising in Sunday magazines of 13 large city western newspapers, and cut-ins on GMI's network radio and TV shows.

Then in Woman's Day for last April, Betty Crocker tested an "A and B" or every-other-copy, across-the-board split. Both ads—on the four basic flavors of white, yellow, devil's food and honey spice—were identical, except for the position of a "save 10 cents" coupon. "A" copies carried the coupon in the ad. In "B" copies was a separate bound-in coupon card.

At this writing, returns from this 60-day offer have not been compiled. But General Mills is "betting on the separate card."

(Advertisers are learning the fine points of split-runs from the experience of others: In Woman's Day, southern edition for July 1958, Stauffer Reducing Plan tested coupon vs. separate card. Response from the latter was strong enough to cause Stauffer to run a separate-card ad in the magazine's entire circulation, last March.)

In May 1959 issues of Better Homes & Gardens and McCall's Magazine, GMI tested coupon vs. no coupon in 12 states, in the northeast, north central and southwest areas. These results have not been tabulated.

Then the question: If regional splits can strengthen new products, and national splits can prove offers, why not take splits out of the test stage and use them consistently—and nationally—to give more sales support to the entire line?

For the 1959-60 crop year, started in July, Betty Crocker is conducting a multi-mix program—four panels to each page. Each panel promotes a separate member of the family. The first was on pudding cakes: Panels for the new orange and new caramel flavors appeared above the older (1958) chocolate and lemon. Another,

on the theme "cool-kitchen meals," offered brownie mix (1954) and Boston cream pie—below which were coconut macaroon mix (1957) and the new caramel pudding cake mix.

The program, as developed by BBDO, would meet the need for "selling continuously the vastly increased number of mixes."

It embraces several products—most of them new.

As compared with single-product pages, tests proved the four-panel approach to be effective. (Some women may not like caramel!) And as compared with smaller units, these full pages would have "advantages of positioning, of four colors, of 'big look' and production economies."

General Mills decided to use Sunday supplements for their "tremendous circulation" and the "news value" of the new products. Publications chosen were This Week Magazine, Parade and the New York News. The American Home and Ladies' Home Journal and some independent Sunday magazines of newspapers were added.

"To market a full line, full time," the company says, "we've set out to advertise a full line, full time."

Combined circulation of This Week, Parade and the Sunday New York News is about 27 million. Each of the 13 color pages scheduled in each of these publications is split between two four-panel ads.

Thus, GMI explains, "with four products to a page we get 52 product ads. Then with two-way splitting of the entire circulation of each publication, we get eight product ads per insertion or a total of 104 for the entire 13 insertions."

"Though we don't reach more people, we do have more ads and more frequency. We don't have to wait months between shots."

"A color page in This Week, for example—reaching 13 million homes—costs \$50,000. But in the multi-mix program an individual product can enter 6.5 million of these homes—in a big way—for \$5,000."

General Mills' sales force tells grocers about the individual products being promoted in "big four-color ads like these, month after month, week in, week out" in the multi-mix program.

In women's service magazines Betty Crocker offers both four-in-one and alternating A-and-B copies across the board, plus regional split-runs.

"Our cookie mixes have been advertised primarily in supplements," the company points out. "Now we're able to put the big-circulation weight of magazines behind them, too."

In both types of media this big (\$565 million sales) food company finds splits stimulate sustained and stronger buying action.

For Doubleday & Co. . . .

Splits Test New Book Clubs

"Whenever we launch a new book club," says Jerome S. Hardy, "we split-test it against one of our 'known' clubs."

Vice-president for advertising of Doubleday & Co., Inc., New York, Hardy weighs the expenditure of every dollar of \$3 million spent annually in publications—"and more than that for direct mail." Every bit of advertising must be the best possible choice.

Privately owned Doubleday does not spill sales figures. It may be the biggest book publisher. Yet the book club part of the business now looms larger than book publishing.

Currently, Doubleday is juggling 23 book clubs, of general and more specific interest, for adults and young people, with memberships extending from five small to six large figures.

(continued on page 78)



Our dealers and jobbers agree —

Kodak's fun-making Brownie Starflash Outfit. Complete with bulbs, batteries, and film—\$10.35

“The premium that’s fun for the whole family makes the best incentive!” —reports the *Whitaker Cable Corp.*

“WE LOOK FOR PREMIUMS that everybody likes and wants . . . men and women, young and old alike . . . for our sales incentive programs,” says Mr. D. E. Stewart, VP in charge of sales at Whitaker Cable Corporation. “That’s why we featured Kodak’s Brownie Starflash Camera Outfit in our dealers and jobbers salesmen promotion!”

“A big rise in sales proved us right. This Brownie outfit definitely outpulled any of our previous premium offers!”

That’s because Kodak cameras and outfits are truly America’s “most-wanted” line of photo-

graphic equipment . . . pre-sold to customers everywhere by *big* consumer ad campaigns in leading papers and magazines, and on TV by *top-rated* personalities like Ed Sullivan and Ozzie & Harriet Nelson.

From \$4.25 to \$850 retail value. Kodak’s full line covers the whole premium range—from low-cost self-liquidators, to big-ticket business gifts—to boost consumer sales, as sales force incentives, as employee gift awards.

Prices are list and subject to change without notice
“Kodak” and “Brownie” are trademarks

*If it's made by Kodak,
you know it's good*

**EASTMAN KODAK
COMPANY
Rochester 4, N.Y.**

MAIL COUPON TODAY

EASTMAN KODAK COMPANY, Premium Sales Office, Rochester 4, N. Y.
Please send me more details on promotion opportunities with Kodak premiums.

☐ I am interested in consumer premiums ☐ dealer and sales force incentives
☐ employee and business gifts and awards ☐ other

222-10

Name _____ Position _____

Company _____

Street _____

City _____

Zone _____ State _____

Kodak
TRADEMARK

DOUBLEDAY'S MONEY-SAVING BOOK CLUB OFFERS YOU THE BARGAIN OF A LIFETIME!

Any 4 for 99¢

TOTAL VALUE \$13.34 to \$42.99 IN PUBLISHERS EDITIONS

when you join the Doubleday Book Club and agree to buy as few as 8 best-selling novels out of 24 offered in a year



READ THE COUPON

Fill in your name and address and send this coupon to the Doubleday Book Club, 1230 Avenue of the Americas, New York 10, N.Y.

I am interested in the books offered in this coupon and would like to receive the books offered in this coupon.

Name _____

Address _____

City _____ State _____ Zip _____

An Opportunity Too Many to Miss!

I am interested in the books offered in this coupon and would like to receive the books offered in this coupon.

Name _____

Address _____

City _____ State _____ Zip _____

Choose Any 4 for 99¢

I am interested in the books offered in this coupon and would like to receive the books offered in this coupon.

Name _____

Address _____

City _____ State _____ Zip _____

NEW vs. KNOWN: Each new book club of Doubleday & Co. (which now has 23 of them) is split-tested against an older, established club before setting forth on its own. In A-&B and regional splits in Parade, ads vie with each other.

Some of them are Doubleday One Dollar Book Club, Literary Guild of America, Nature Program, Dollar Mystery Guild, Best in Books, Family Reading Club, and the Know Your America and Around the World programs.

Every club member is caught with a coupon.

And every appeal and every offer that goes with a coupon is tested. In publications Doubleday clubs for two decades have used A-and-B, or alternate-copy splits of total circulations. Its principal geographical splits—but in each of them also A-and-B—are through the three printing plants of 9.6-million circulation Parade. These plants, at Philadelphia, Louisville and St. Louis, produce the Parades distributed with 64 Sunday newspapers.

The back cover of Parade for July 19 marked the test debut of a new Science Program. Intended to appeal to the same 9-to-15-year age group, and in some respects overlapping, "Science" is being split with well-established, five-year-old "Around the World."

For the new club two ads were prepared: Science 1 on a "flight" theme and Science 2 on "the universe."

Parade's Philadelphia press-run alternated Science 1 with a standard ad for Around the World. At Louisville Science 2 competed against this standard. Meanwhile, the St. Louis output was shared evenly between Science 1 and 2.

"In a project of this size—one back cover of Parade costs \$34,063," Hardy explains, "probably there will be repeat tests."

Usually, Doubleday tests the new-and-unknown against the established-and-known for five months before it is sure that the new has become known and established. (In two decades of such split-testing it has dropped several clubs which did not hold up their ends.)

The splits are big. In addition to Parade they embrace back-cover, across-the-board, A-and-B in The American Weekly and This Week Magazine. (Combined circulation

FIRST TIME THIS AMAZING OFFER HAS EVER BEEN MADE!



ANY 4

BEST-SELLERS

FOR

99¢

VALUE \$13.34 to \$42.99

Also Count as Single Books!

when you join the Doubleday Book Club and agree to buy as few as 8 best-selling novels out of 24 offered in a year

READ THE COUPON

Fill in your name and address and send this coupon to the Doubleday Book Club, 1230 Avenue of the Americas, New York 10, N.Y.

I am interested in the books offered in this coupon and would like to receive the books offered in this coupon.

Name _____

Address _____

City _____ State _____ Zip _____

Choose Any 4 for 99¢

I am interested in the books offered in this coupon and would like to receive the books offered in this coupon.

Name _____

Address _____

City _____ State _____ Zip _____

SPLIT TESTS of copy, layout and other factors keep the publisher always "proving." The blocked "four for 99 cents," above, outpulled the straight line of the same offer by 40%. When "free" vies with "10 cents," folks would rather pay.

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On a "basic change," a direct mail test may involve 50,000, and even 100,000, names. Normal tests, however, are 5% of a single club's list. The net combined membership of all the 23 clubs (and many members belong to several of them) is nearly three million.

Doubtless Doubleday could do a book on what it has learned about us—from coupons. One of the ten largest customers of the U.S.P.O., its book clubs have been built entirely on advertising (without benefit of wholesalers or retailers) and on mailed-in coupon response from it. The books are offered at \$1 or \$2, plus postage. If all members took all monthly offerings, they would pay (through the mail) \$12 to \$24 each.

Probably, the gross of all the clubs comes to at least \$60 million. Doubleday will say merely that, after three decades since the Literary Guild first appeared, its total club membership is highest ever.

It adds: Since World War II, when the nation's population grew 26%, "membership in book clubs has more than doubled."

Among other things, testing is intended to reduce the imponderables. (Two of these in advertising continue to be weather and news breaks.) "Always," says Hardy, "we try to test the unknown against the known."

Here are some split-run findings:

How much does four for 99 cents outpull three for



She's sold!

... and cellophane's design versatility
made the sale more profitable

Can you name any other packaging material that offers you as many advantages as cellophane?

Take its design versatility, for example. Because it's flexible, cellophane can be used for a broad range of package constructions and designs. Its smooth, sparkling surface takes beautiful multi-color, high-speed printing. And you get just the right protection you want for your product—because there are over 100 varieties of Du Pont cellophane “tailored” to individual product needs.

This means you get the package that's right for your product... economically. The result: cost per sale goes down... profit per sale goes up.

Add the proven sales power of Du Pont cellophane's pure transparency, its unbeatable efficiency and economy on high-speed machinery—and you have still more profitable reasons for choosing cellophane.

A Du Pont representative can show you how to prove to yourself that cellophane can help “buy your market” at lowest cost. Call him today.

E. I. du Pont de Nemours & Co. (Inc.),
Film Dept., Wilmington 98, Del.



REG. U. S. PAT. OFF.
Better Things for Better Living . . . through Chemistry



DOUBLEDAY'S MONEY-SAVING BOOK CLUB OFFERS YOU THE BARGAIN OF A LIFETIME!

Any 4 for 99¢

TOTAL VALUE \$13.34 to \$42.95 in PUBLISHERS' EDITIONS

when you join the Doubleday Book Club and agree to buy as few as 4 best-selling novels out of 24 offered in a year



Make Your Choice
Choose from 24 titles in the new book club. The titles are listed on the back cover of the club book. You can choose any 4 titles for 99¢. The rest of the titles are yours for the price of the club book.

An Opportunity You Mustn't Miss!

The new book club is a real money-saver. You can choose any 4 titles for 99¢. The rest of the titles are yours for the price of the club book.

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ANY 4

BEST-SELLERS

FOR

99¢

VALUE \$13.34 to \$42.95

Safe Cover as Single Books!

when you join the Doubleday Book Club and agree to buy as few as 4 best-selling novels out of 24 offered in a year



Choose Any 4 for 99¢
The new book club is a real money-saver. You can choose any 4 titles for 99¢. The rest of the titles are yours for the price of the club book.

SPLIT TESTS of copy, layout and other factors keep the publisher always "proving." The blocked "four for 99 cents," above, outpulled the straight line of the same offer by 40%. When "free" vies with "10 cents," folks would rather pay.

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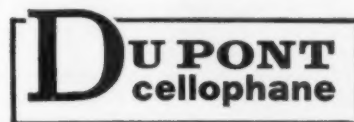
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E. I. du Pont de Nemours & Co. (Inc.),
Film Dept., Wilmington 98, Del.



Better Things for Better Living . . . through Chemistry



the same amount? With copy and layout the same, the answer is: about 35%.

But on two split offers, both on four for that price, a heavily blocked FOUR pulled 40% better than a straight four.

"The pull of one layout against another," Hardy shows, "can be 50%. But in club vs. club the sky's the limit. In offers, one might beat another 10 to 1."

In the Los Angeles plant's run of The American Weekly, an open offer, with no commitments, returned 40% more coupons than an automatic first charge.

"When we split 'free vs. 10 cents'—believe it or not," he continued, "the dime does a lot better. People seem suspicious of 'free.' When they get something for nothing, many feel a moral obligation to do or join something they hadn't intended.

Doubleday also split-tests copy for many books it publishes. And sometimes this hardly seems worth the trouble. In one, for the new edition of the March Thesaurus-Dictionary in the Saturday Review of last March 22, returns from offbeat copy were said to be "practically the same as standard." In this case, it appears, the prospects' concern predominantly was with the product.

To prospective splitters among advertisers, Jerome

Hardy offers some observations and advice:

- "Avoid the temptation to split-test just for testing's sake. (There are times when it's wise to let well-enough alone.)
- "Don't test unimportant details: Seek broad, major areas of 'better' and 'worse.'
- "A-and-B alternate-copy splits aren't infallible. But the results are surer in bigger circulation.
- "If you can't afford big circulation, do your split-testing in direct mail.
- "Coupons are not the whole answer. They tell who and what but not why."

For a new book club Doubleday devotes half the advertising expenditure to "proving" and half to building its sales volume. "In the early stages," Hardy says, "we look for the good things: We seek affirmation of our own belief in it. Only then do we start to test offbeat approaches.

"All the tests in the world can't find ways to sell an unappealing product. But when you've got something a lot of folks want, it makes sense to find ways to sell more of it!"

For Northern Paper Mills . . .

'Ad Marriages' Provide 37-State Promotion

Some regional advertisers, and their agencies, contend that "marriages" of two or more of them on the same pages of wide-circulation magazines preferably are performed among clients of the same agency.

BBDO blesses this belief by boasting an official "marrier": Louis Millot of the New York media department sees that, if possible, all parties to a page are from among its own clients.

But though Richard T. Anderson, associate media director of Young & Rubicam's Chicago office, is credited with having conceived the whole marriage-in-magazines trend (last October), none of the "sharers" with Y&R's client, Northern Paper Mills of Green Bay, Wis., happen to have been other Y&R clients.

Northern and Y&R say they don't even know who shares with them in Life and The Saturday Evening Post. They pretend not to care.

But SM had to know who, in 11 northeastern states, was keeping company with Northern's pretty little girls, who promote toilet tissue in these magazines in 37 other states.

Life confides that the advertisers buying 34.78% of its circulation (while Northern pays for 65.22%) thus far have included Citroen and Ford cars, National Distillers and Seagram beverages, Tide Water Oil (Eastern Division) and Westfield bicycles.

The SEP is even more specific. Since Northern's damsels started dramatizing their tissues' "fluffiness" in full color on an every-week basis (Life or Post) last March, they have, at this writing, shared this spot 13 times with Calso gasoline. Schaefer beer joined them frequently, and almost as often, Doubleday books.

The Post also points out that, under its new "Select-a-Market" plan, effective October 10 issue, Northern can get its customary 70% of the total circulation without any-

one scurrying around to find a partner for the split.

Everywoman's Family Circle Magazine has seven, and Woman's Day, nine editions. Northern's little girls appear regularly in all but the northeastern of them. Also scheduled are outdoor posters across Northern's entire marketing area—west of Pennsylvania and south of Maryland.

In 1953 Northern Paper Mills merged with Marathon Corp.—which, in the fall of 1957, became a division of \$1.037-billion-sales American Can Co., New York. Though it does not reveal figures, probably Northern is the biggest promoter among all members of Canco's sprawling, diversified family.

Probably, too—despite the highly competitive toilet-tissue tussle—Northern manages to contribute its share of Canco's \$46.4-million net profit.

Northern's line includes facial tissues, paper napkins and Waxed paper. But the bulk of promotion efforts are on a single Northern brand of toilet tissue. Here it competes with three strong national brands of Scott Paper, with Kimberly-Clark's Delsey, with Crown Zellerbach's Zee on the West Coast, and others. Lusty new contenders are expected to be the several brands of Charmin Paper Products, recently acquired by biggest-advertiser Procter & Gamble.

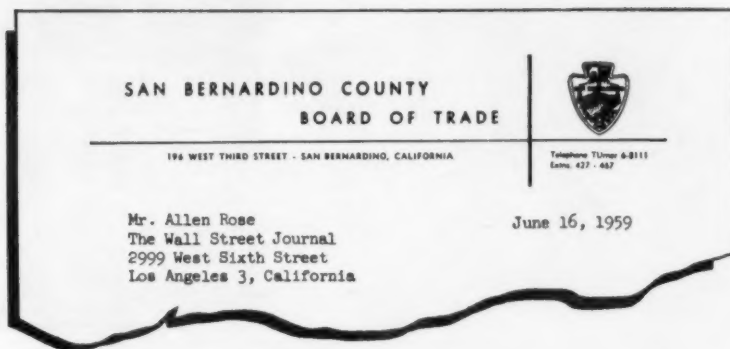
A decade ago Northern reached out to the present 37-state area. Since then it has strengthened distribution there. The recent "split-debut" in magazines may be a step toward fully national distribution and advertising.

Just a year ago Northern's major medium was spot TV. Network TV and magazines were "impractical."

But with availability of regional splits the company set out to promote the pastel-colored "fluffiness" of its products with a series of little-girl paintings in full pages (plus a double spread last June), on the theme, "Softness is Northern."

(continued on page 82)

Why does this advertiser



think **THE WALL STREET JOURNAL**
is **"THE MOST USEFUL ONE"?**

"Our study shows that during the last five years our advertisements in *The Wall Street Journal* have brought us more substantial inquiries (for industrial development sites) than those of any other media."

Very truly yours,

Arthur B. Grodz

Trade and Industrial Development Director

Everywhere, executive readers say . . .

published at:

NEW YORK and WASHINGTON, D. C.
44 Broad St. 1015 14th St., N. W.

CHICAGO DALLAS
711 W. Monroe St. 911 Young St.

SAN FRANCISCO
1540 Market St.





When nature does
her best for you
Softness comes
in colors, too.

Softness is Northern

Northern Tissue is
made with fluff.
Nothing else
is soft enough.




in fact, other colors—too
Available from product of Northern Paper Company

MATES: Geographical splits permit Northern Paper to enter national magazines. Buying circulation in 37 states west and south of Pennsylvania, Northern's "fluffy" little girls find themselves "wed" on the same page to various advertisers who buy the other nine in accordance with their own needs.

Rhymes tell why:

When nature does
her best for you
Softness comes
in colors, too.

Northern Tissue is
made with fluff.
Nothing else
is soft enough.

Four of the five colors are shown: yellow, pink, green



Biggest indoors... outdoors

It's "Home Sweet Ford" anywhere you roam in a new Ford wagon. There's over 175 more living room "indoors." And backdrop of the Country Sedan, above, is nearly 10 feet long—wide as a bowling alley! Single-operation tiltgate makes it the easiest-to-load loadspace going. New indoor features include a picture-window view... and auto-out seats all facing forward... naturally! Designed by America's wagon specialists, these 29 Fords are beautifully proportioned for the "going places" life you lead. Ready?



Standard V-8 and V-6 engines, power windows, gas—\$1999 (excludes tax, license, dealer charges). New 1959 Ford Country Sedan. Standard automatic transfer to make the station the most fun of all. New 1959 Ford Country Sedan. Standard automatic transfer to make the station the most fun of all. New 1959 Ford Country Sedan. Standard automatic transfer to make the station the most fun of all.

FORDS
WHOLELY NEW! BEAUTIFULLY PROPORTIONED CARS

NORTHERN gets about two thirds of the total circulations. "One-third" buyers of the same page in *Life* have ranged from Ford and Citroen cars to National and Seagram Distillers. In the *Post* the "mates" have included Schaefer beer, Calso gasoline and Doubleday. Salesmen merchandise ads.

and blue. The fifth is white, not used in these ads.

This "biggest advertising program in Northern's 50 years" made big news at sales meetings. The sales force sold and merchandised it to supers, chains and other customers. The magazines scheduled threw in their weight with major retailers.

"This campaign is a low-pressure operation," an executive explained. "We can't measure its effect on sales. But we like it—and so do our customers."

"Split-runs are helping us go big-time—in big company."

For Philco Corp. . . .

Splits Keep Nine Lines Before Public

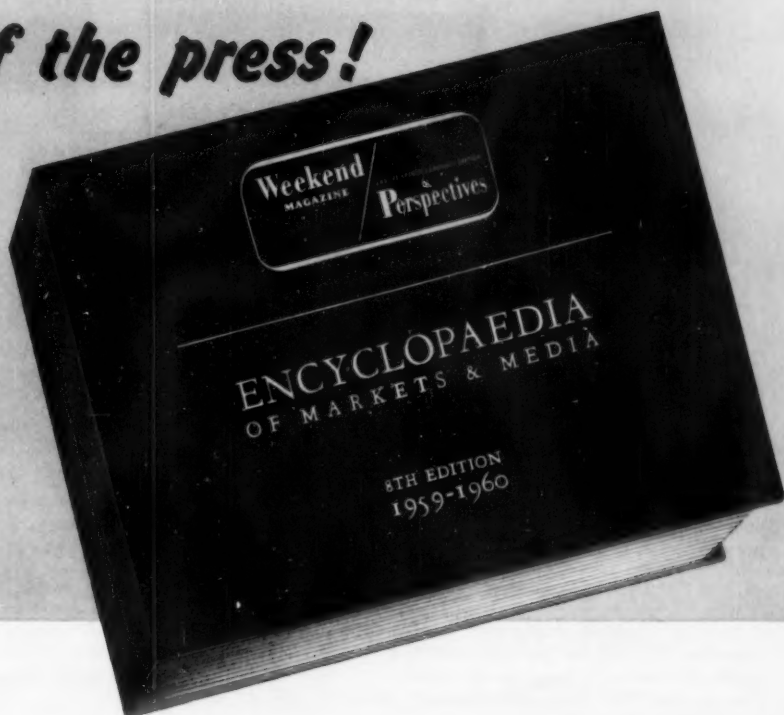
Split-runs in magazines, says Max Enelow, advertising director of \$340-million-a-year Philco Corp., Philadelphia, "enable us to get all nine of our consumer-product lines into national media."

Philco's highest recognition still is for radio and television receivers, in which it has long been a leader. But major appliances must reach all possible prospects, too.

Through BBDO, Philco schedules mathematical splits—alternating every-other-copy or two-to-one—across the board in *The American Home*, *Better Homes & Gardens*, *Good Housekeeping*, *Ladies' Home Journal*, *Reader's Digest* and *The Saturday Evening Post*.

Also scheduled, but not as yet, split runs in *Life*, *The New Yorker* and *Sports Illustrated*. (continued on page 84)

just off the press!



ANALYSIS OF MARKETS AND MEDIA 1959-1960

Distribution is necessarily limited to executives in the field of advertising and selling.

This is the eighth annual edition of the Encyclopaedia—this year containing information on Perspectives, the French language edition of Weekend. A working publication, this Encyclopaedia has proven useful to media and research directors, account executives, advertising and sales managers.

Data includes latest available figures for retail store sales, households, circulation and coverage of major national publications—tabulated by province, population group, major cities and counties. In addition, monthly trends of sales and circulation, and basic advertising rates of major Canadian publications are shown.

**NET PAID
CIRCULATION
1,790,000**



The biggest single selling force in Canada

[illegible][illegible][illegible]

Planning a visit out of town?

TELEPHONE TONIGHT!



Bargain rates on Long Distance calls nights and Sundays.

For example:
Kansas City to Milwaukee 85¢

St. Louis to St. Louis. Add 10% tax.

If you like the sweet smell of success—
businesspapers are your kind of medium.



Ask your boxmaker about the 24 special linerboards by International Paper. They cost very little extra.

See how new Goldkraft by International Paper makes your containers stand out and sell

Now you can have a container like this for surprisingly low cost. Containers made from these special linerboards stand out from competition, promote brand identification, and billboard your best sales message wherever they go.

Just ask your boxmaker. He knows that International Paper has now perfected a way to mass-produce these

special linerboards in one operation, at high speed, *right on the board-making machine!*

These special liners are as strong as they are handsome. Made from 100% virgin fibre pulp, they deliver the same rugged protection you find in famous *Gator-Hide®* kraft liners—the most widely used linerboards in the world.

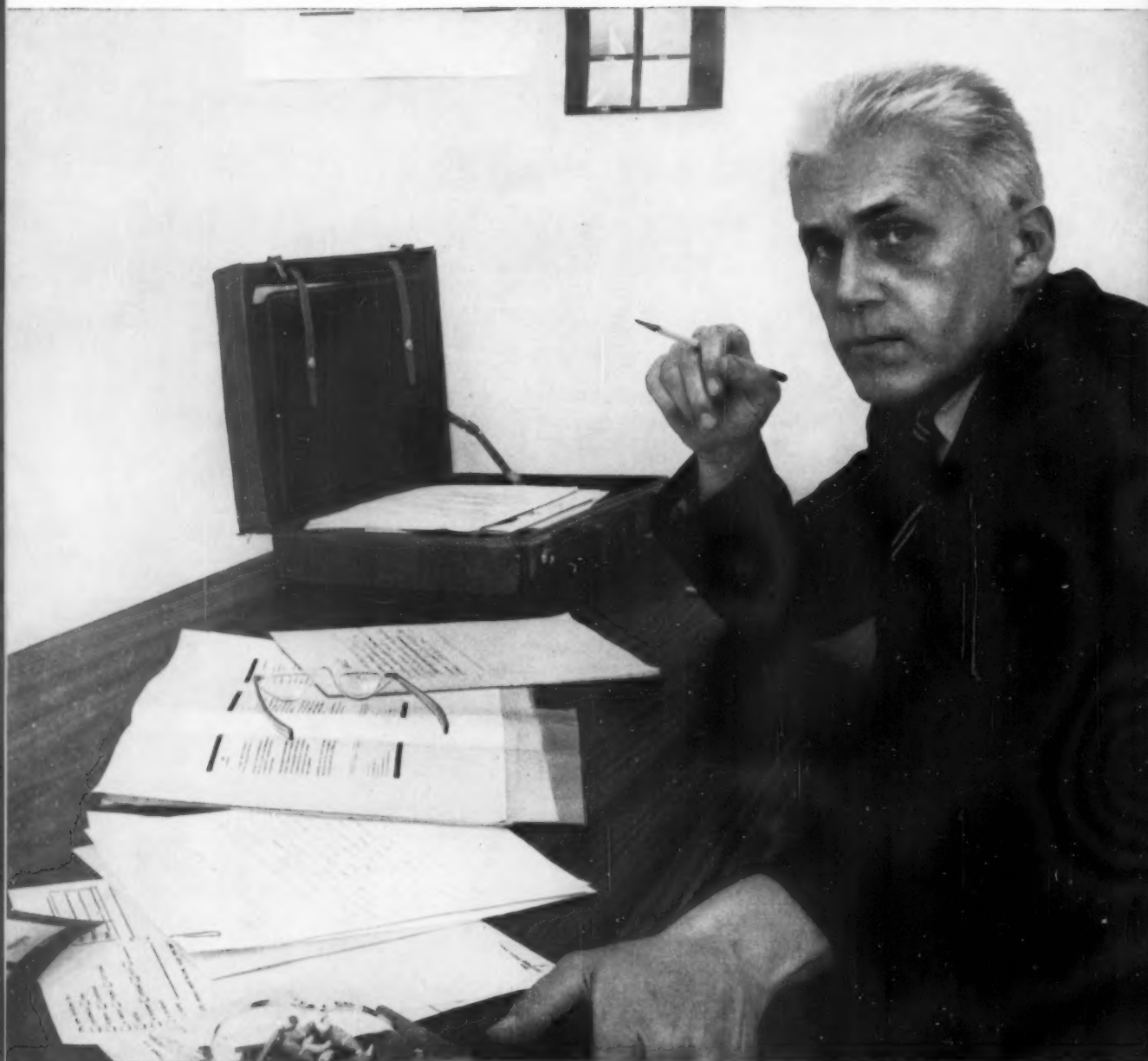
New *Goldkraft*, the International

Paper linerboard illustrated above, is but one of 24 special linerboards available through your boxmaker. All are distinctive. All offer excellent surfaces for printing a wide range of colors.

Ask your boxmaker to show you samples of International Paper's selection of linerboards that dress up your containers at surprisingly low cost. Or write to us direct.

Southern Kraft Board Division **INTERNATIONAL PAPER** New York 17, N. Y.

If you like the sweet smell of success—
businesspapers are your kind of medium.
This is where pro meets pro. Men who
know advertising know you build recognition
and results fast — talking business to men who
want to do business . . . in businesspapers.



COPY CHIEF, NEW YORK AGENCY . . . PHOTO ON LOCATION BY ARNOLD NEWMAN

Advertising in businesspapers means business
as any advertising man who knows his business will tell you— *because*
men who read businesspapers mean business



people pay for the businesspapers they want—read the businesspapers they pay for. Note: all ABP papers are "paid"

THE ASSOCIATED BUSINESS PUBLICATIONS • 205 East 42nd Street, New York 17, N. Y. • 201 North Wells St., Chicago 6, Illinois • 1004 National Press Bldg., Washington 4, D. C.

The "Unimportant" New Line That Remade Warner & Swasey

In 1945, this war-bloated machine tool company acquired a line of new earth-moving machines in a half-hearted attempt at diversification. Today, Gradall and other more recently added lines of construction equipment account for over half W&S' sales.

By ROBERT A. KELLY
Midwest Editor

When 65% of your sales come from products not in existence 12 years ago, you know your diversification program has gained its first real measure of success. You're sure of it when, during the 1958 recession, the company's time-honored machine tool business drops by 54%, yet, construction equipment sales (a post-war diversification) holds steady to the division's 1956-57 highs.

I. T. White is immensely pleased. As manager, construction equipment sales for The Warner & Swasey Co., he recalls that the company's 1945 annual report expressed only modest hopes for its first venture into diversification. It had just acquired the Gradall, a new earth-grading machine, when it stated in its report to shareholders:

"We do not anticipate that this will prove an important factor in our total production, but it does utilize certain specialized capacities and skills acquired by us during the war."

In less than a decade, the W&S line of construction equipment has indeed proved to be an "important factor." In fact, a vital factor in the company's economic position. Today, the line of hydraulic excavating equipment is one of the world's largest and most complete.

But the years leading up to this reward were anything but routine. White and his associates could not afford to be sidewalk superintendents while the new line pounded its way to marketing success. Cleveland-based Warner & Swasey had to face brand new problems in marketing, engineer-

ing, finance and manufacturing.

The first Warner & Swasey-built Gradall passed its shakedown test in 1946 and hurdle number one had been cleared—design. Marketing was next. A completely new method of distribution had to be established. This was construction equipment and the company's long-established field-sales operation in the machine tool industry was entirely inadequate.

At first, management considered a third W&S corps of salesmen similar to those of the machine tool and textile divisions. But it soon became evident that the selling pattern in construction equipment bore no resem-

blance to that of the metalworking field. If it were to be sold at all, the Gradall would have to be sold through the existing nationwide network of construction equipment dealers. It was decided to appoint distributors in Pittsburgh and Columbus, Ohio.

According to White, "More time was expended in creating a forceful distributorship than on any other single phase of Gradall's development. Today there are over 75 Warner & Swasey construction distributors and their branch offices throughout the U.S. and Canada. They're serviced by 18 field salesmen.

(continued on page 88)



CALLING THE SALES STRATEGY on W&S' fast-moving earth grader is the job of I. T. White, manager of construction equipment sales (1959 score: \$16 million of W&S' volume). White, an M. E., ascended through machine tool sales, then managed Gradall sales.



Seeking new markets?

PREPARE FOR THOSE "GOLDEN '60s" WITH FACTS ABOUT PUBLIC WAREHOUSE AND DISTRIBUTION SERVICES OF THE

AMERICAN CHAIN OF WAREHOUSES, INC.

Don't let "operation upturn" pass you by without checking the high **SALES POTENTIAL** of on-the-spot stocks in our member warehouses from coast to coast! Each member is strategically located in **87 key markets** for greater flexibility of distribution.

You'll capture new markets and cement customer relations due to lower handling costs with finest, modern equipment . . . speedy order filling with credit list reference . . . savings on volume freight movements . . . and easy access for receiving and delivery.

FOR DISTRIBUTION COSTS

Call **NEW YORK**: John Terreforte, Eastern Manager, YUkon 6-7722 or write to 250 Park Ave., New York.

Call **CHICAGO**: Henry Becker, Western Manager, HArrison 7-3688, or write to 53 W. Jackson Blvd., Chicago.

Call **NEAREST MEMBER**: Any member of American Chain of Warehouses can give you distribution costs and more vital market information. Find his name in

FREE MEMBERSHIP DIRECTORY

Write for your copy to John Terreforte, 250 Park Avenue, New York



EVERY LINK A STRONG ONE

"Our job," he continues, "was not made easier by the fact that we were newcomers to the construction equipment field. We had to compete with the giants of the industry for the vital selling hours of the most desirable group of distributors possible. Fortunately, a large group of heavy-equipment distributors already existed. Our problem was to sell them on the profit picture in handling a new concept in earth-moving machinery along with their other lines of equipment."

The beginnings of unexpected success came in 1950 when the manufacture of the Gradall line was moved to a leased plant in New Philadelphia, Ohio. The company felt that the machine could now be produced and sold profitably.

In addition to this plant and the well-organized distribution system, Warner & Swasey set up 17 branch offices to handle the new line, with 27 salesmen and servicemen backing up distributors.

"This," says White, "is the portion of the W&S sales team that keeps a sensitive finger on the pulse of market conditions, distributors' programs and problems as well as customer/prospect activities and requirements."

In general, Gradall supported the company during the "valleys" of the machine tool industry's biggest year. "But," White adds, "we quickly found that the construction equipment industry has its peaks and valleys, too. Then too, we also recognized the need for technical improvements in the Gradall product. Also, the distributorships gave us periodic headaches. There were materials shortages. The Korean conflict directed our energies to the nation's machine tool needs."

"After all of this," continues White, "the sales tide began to roll in the early '50's. The broad usefulness of Gradall was established. Sales volume jumped from \$1.9 million in 1950 to \$5.7 million by 1953." Diversification was paying off for the machine tool

Sometimes Diversification Is Inevitable

Warner & Swasey management began to prepare for diversification almost twenty years ago. Since 1880, the company has been a force in the metalworking world. W&S turret lathes are "shop-hold" words among machinists the world over. These products are sold almost exclusively through direct, factory-trained sales personnel. Company salesmen are told, "We don't write guarantees—we build them!"

During the early forties, before the tide of orders for turret lathes began to subside, company top management saw the need for some activity to keep its war-expanded plant as busy as possible. In January 1943, a postwar-planning committee was organized. Through the remainder of the war, the committee looked ahead to peace, studied fields allied to machine tools which the company might enter. Three criteria guided their selection:

1. The new product must be one to which Warner & Swasey facilities, experience and workmanship would be readily adaptable.
2. It must be one which would require and readily emphasize engineering skill, excellence of design and accuracy of manufacture.
3. The product should, if possible, assist in smoothing out the violent economic cycles which occur in the machine tool industry.

The immediate result was that the traditional line of turret lathes was expanded to include a line of precision tapping and threading machines, multi-spindle automatics, electro-cycle turret lathes, and eventually, a line of single-spindle, chucking and bar automatics.

In addition, the company entered the field of textile machinery, producing pin-drafting machines and converters used in yarn preparation, as well as high-speed weaving machinery.

SOMETHING MISSING



... LIKE CALIFORNIA *WITHOUT* THE BILLION-DOLLAR VALLEY OF THE BEES

✓ Actually, total effective buying income of more than \$3 billion

✓ More effective buying income than Arizona and Montana combined

✓ Not covered by San Francisco and Los Angeles newspapers

The Valley of the Bees is like a state within a state, living well without regard for the seacoast. And it's bigger economically than many other states. To reach this geographical unity, use the Bees. They go home in Inland California.

Data source: Sales Management's 1959 Copyrighted Survey

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES ... O'MARA & ORMSBEE

McClatchy gives national advertisers three types of discounts ... bulk, frequency and a combined bulk-frequency. Check O'Mara & Ormsbee for details.

The man from Cunningham & Walsh



Does self-service pay in liquor stores? Can a retailer "make it" without loss-leaders? For the answers, just talk to C&W account man Bill Dempster. By being where sales are made, the men from C&W are piling up a huge file on what triggers your customers to say, "Yes." You and your product are the beneficiaries of this knowledge when you are served by Cunningham & Walsh Inc. Offices: New York, Chicago, Detroit, Los Angeles, San Francisco.



Genuine
STURDEX

...it takes a good business case to complete your sales picture!

Look what a difference STURDEX makes! The only business case made with the same craftsmanship as in finest leather cases, but at half the price. A sales-making case that's always neat, business-like... a durable case that outlasts all others!

ATTACHE CASE—Your Portable Office

Popular with smart businessmen. Uniquely designed, roomy attache case with a removable file portfolio... a desk-top divider serves as a writing surface. Just one of many fine STURDEX cases sold at fine stationery departments everywhere.



5-YEAR UNCONDITIONAL GUARANTEE

STURDEX looks new longer. So wearproof, waterproof and weatherproof, we guarantee it for 5 full years!



World's Largest Manufacturer of Business Cases Exclusively

Leathercraft 2320 So. Western Avenue
Chicago 8, Illinois

LEATHERCRAFT, Inc., 2320 So. Western Ave., Dept. D-1, Chicago 8, Illinois
Please send details about STURDEX, and name of nearest dealer.

Name _____

Address _____

City _____

Zone _____

State _____

©1959

company in construction equipment.

In 1954, the usefulness of the Gradall machine was extended. Two new model undercarriages were added to the line. Moreover, management became interested in the foreign market and started the export business which today finds Gradalls in 45 countries around the world. "This export market," says White, "is 15% of the Gradall volume, and has offset to a large degree, the drop in export volume we've suffered in the machine tool field."

In 1955, Gradall sales totaled \$9.4 million. The growing importance of Gradall in the Warner & Swasey corporate picture led to the acquisition that year of the Duplex Truck Co., Lansing, Mich. Duplex then made undercarriages for Gradall.

But there was increasing difficulty in interesting a distributor in a single product line such as Gradall. In addition, the single-line system was an expensive marketing operation.

► Says White, "This fact led to our acquisition of the Badger Machine Co. in 1957. Badger manufactured a line of hydraulically operated excavators and backhoes of various sizes. We named this line the Hopto line and they were sold by us under this name. Our line was expanding—becoming more interesting to the distributor.

"Again, the wisdom of diversification made itself clear in 1958," adds White. "That year when the entire machine tool industry was going through its worst period since the depression of the 1930's, our shipments of construction machinery held about even with 1957—both years each produced about \$16 million in sales. Understandably, this did a great deal to cushion the effect of the radical drop in machine tool shipments. The current year looks good for increased sales volume."

W&S has improved the Hopto line of excavators both in design and appearance, and a larger size Gradall has been successfully introduced.

Customer needs and demands continue to swell the line of Gradall attachments, which perform a variety of specialized duties. In addition to basic grading, it trenches, uses attachments that ditch, load, dredge, and is capable of several kinds of materials handling chores. "The marketing concept is reflected in this growing awareness of customer requirements and the need to stay abreast of endless new product applications and improved techniques for existing markets," states White.

He points to four results of the company's 1940 decision to diversify

into the construction equipment field:

1. "It has placed us in a position to capture a share of a market which is almost three times the size of the machine tool market in its best year. We are now tied in with a growth factor in our economy—roads construction—which is developing at a more rapid rate than that of machine capital equipment.

2. "There are approximately 30 companies out of 200 serving the construction equipment field with an annual volume of over \$10 million—We are now a part of this top group.

3. "Our shareholders benefited by having our company run at a profitable

level of operation in years such as 1958 when many machine tool builders ran in the red.

4. "We feel our customers benefited through having a stronger company behind their products, one in which the recession failed to halt new-product development."

The company's corporate advertising campaign has supported its entry into new and challenging market areas. Ads, which appear in a number of business and newsweekly magazines, are devoted to the broad principles of American business economics. White states, "We've gained unusual acceptance and attention in many fields of industry, particularly in the

diversified areas W&S has entered.

"Best of all," he adds, "the campaign has enhanced our name in places where it might otherwise be unknown except through years of plodding sales contact as well as product promotion and advertising."

A Warner & Swasey official once stated: "Let's do whatever is necessary so that should we someday make baby carriages, they'll sell because they have the Warner & Swasey name on them."

The W&S diversification program hasn't arrived at the baby carriage stage as yet; however, earth-moving machines are a long, long step from turret lathes. Last year's \$16 million in construction equipment sales make it an unusually successful step! ♦

SAN DIEGO CALIFORNIA



1958 RESTAURANT SALES: \$90,421,000

With more than \$90 million in restaurant sales for 1958, San Diego is 19th in dollar volume among the nation's 292 Metropolitan County Areas, outranking such markets as these:

KANSAS CITY, MISSOURI . . . \$87,649,000	HOUSTON, TEXAS . . . \$88,569,000
NEW ORLEANS, LOUISIANA . \$86,045,000	DENVER, COLORADO . \$85,872,000

San Diego is the third largest market in all the 11 western states, and the fastest growing major metropolitan area in the country. And San Diego is a newspaper market—reached and sold through two metropolitan dailies: *The San Diego Union* and *Evening Tribune*. Combined daily circulation exceeds 200,000 (215,192 ABC 3/31/59). Facts Consolidated surveys show a readership of 84.4%, unduplicated.

The San Diego Union | EVENING TRIBUNE

SALES ESTIMATES COPYRIGHT 1959 SALES MANAGEMENT SURVEY OF BUYING POWER

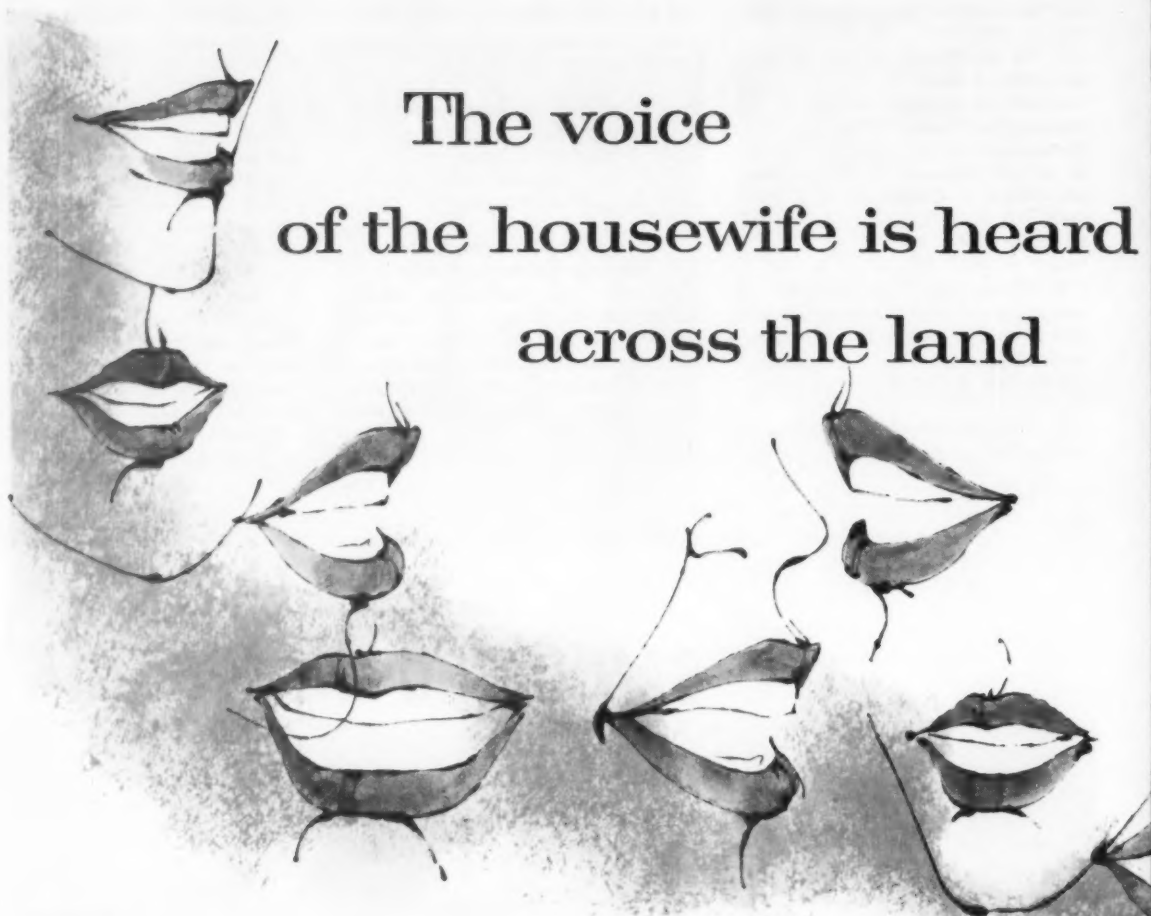
"The Ring of Truth"

COPLEY NEWSPAPERS

15 "Hometown" Newspapers covering San Diego, California—Greater Los Angeles—Springfield, Illinois—and Northern Illinois. Served by the COPLEY Washington Bureau and the COPLEY News Service.

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., INC.

Sales Management October 2, 1959 91



The voice of the housewife is heard across the land



The story of how ALCOA listened and acted ... to improve a product and advertise it better

"Give the lady what she wants," said the late Marshall Field, and thousands of businessmen heeded his advice, and succeeded. If you ever wonder whether the formula still works—and whether business still uses it—the typical experience of the Aluminum Company of America may dispel any doubt.

For ALCOA, in introducing the newest of many new products, took three courses that more and more companies pursue: consumer testing, product improvement, consistent advertising to the largest established audience available—through Reader's Digest.

How to improve a product

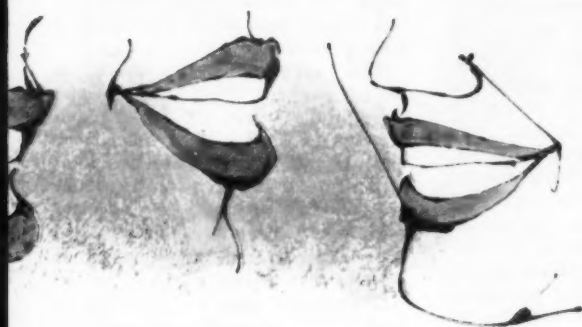
In consumer interviews about aluminum foil, ALCOA researchers kept hearing one word over and over again. The word? **STRONGER!** House-

wives wanted an aluminum foil strong enough to take tugging, squeezing, poking . . . that would resist piercing even by turkey wings and drumsticks. ALCOA obliged with a foil that its metallurgists tested up to 104% stronger than anything before it—new **SUPER-STRENGTH ALCOA WRAP**.

Using an improved alloy, ALCOA felt it had a foil that would not only resist tears but also hug bowls tighter and keep leftovers fresh longer.

When the company and its agency, Ketchum, MacLeod & Grove, considered advertising for this new foil, they had one problem pre-solved—again thanks to the ladies.

"Four times since 1957," ALCOA's advertising manager, T. M. Hunt, says, "women had responded best, by far, to our advertising in Reader's Digest. There was no question that, in planning for new ALCOA WRAP, we would start with the Digest."



ALCOA's first experience with the Digest occurred early in 1957 when the Wear-Ever Division advertised its cooking utensils. Executives of the division called it "the most successful ad in our history." And within three months Wear-Ever's advertising manager William Benghauser reported:

"Results exceeded our expectations. Reader response was phenomenal. Dealers were so enthusiastic that they requested a repeat performance in the Digest."

Response to a hidden offer

Shortly after that, the company used the Reader's Digest for ALCOA WRAP—a key product in the company's drive for better consumer recognition. In one Digest advertisement, it offered a free Time and Temperature Chart for cooking in foil.

"This hidden offer," the company says, "pulled more inquiries than any other single offer made previously by ALCOA WRAP in any publication."

ALCOA's third experience with the magazine produced still another success:

"Last October, we offered a premium that people had to buy—an extremely high-priced one as premiums go, \$2.50. But the enormous response of Digest readers far exceeded our most optimistic predictions, and the whole program more than paid for itself."

Finally, in a contest last February, the Digest pulled many more entries than any other single magazine used, and at a lower cost per return.

Since appearing in the Digest, ALCOA WRAP has become America's fastest growing aluminum foil.

What the Digest has done for ALCOA, it can do for other advertisers of quality products and services. In the Digest, you reach the best part of America—intelligent, prosperous families whose enthusiasm for a product can insure its success. And you can do it economically.

QUICK FACTS FOR BUSY EXECUTIVES

Reader's Digest offers all these *exclusive* benefits to advertisers:

1. **The largest proven audience of readers.** It is larger than any other magazine, weekly, fortnightly or monthly, larger than any newspaper or newspaper supplement. More people read the magazine than look at the average nighttime network television program.
2. **The largest quality audience that can be found.** More people with greater spending power read the Digest than any other magazine. And you will find that the higher the income group, the greater the Digest's share of the audience.
3. **Discrimination in the advertising accepted.** The Digest alone of major advertising media accepts no alcoholic beverages, no tobacco, no patent medicines. And for any product, it accepts only advertising that meets the highest standards of reliability.
4. **Belief in what the magazine publishes.** People have faith in Reader's Digest, in its editorial and advertising columns alike.

People have faith in

Reader's Digest

*Largest magazine circulation in the U.S.
Over 11,750,000 copies bought monthly*

Sales Management October 2, 1959 93

Christmas Season, '59, to Be A Record Breaker

Business is up and going higher . . . Fourth quarter sales are expected to rise at least 7%, with unprecedented buying potential indicated by record-high population, employment, wages and liquid assets.

By PETER B. B. ANDREWS
Chairman, Future Sales Ratings Board

Retail sales in fourth quarter '59 should break all records.

According to the Board of Analysts of Future Sales Ratings, a 7% gain over last year's high-record fourth quarter is in view. Furthermore, if instead of pulling in horns, business puts out a concentrated selling effort supported by heavy advertising, an even greater gain could result.

Although many people feel that an easing off of tensions with Russia would bring sharp enough cutbacks in military spending to affect business seriously, it seems more likely that steps will be taken to prevent an economic disturbance. Possible cutbacks in armament would probably be accomplished slowly, and accompanied by offsetting programs such as sharply greater spending for schools, hospitals, slum clearance, new jet airports and highway building. A step-up in building of nuclear cargo and passenger ships and related peacetime nuclear projects also would help to cushion any economic shock resulting from reduction of military spending. Then, too, defense savings would be likely to bring on tax cuts for both individuals and business.

Predictions of fourth quarter highs are based on unprecedented buying potential indicated by record-breaking population, employment, wages, liquid asset strength and margin over debts, and public confidence in the future. Reflecting this optimistic outlook, most of the 116 industries listed in the Future Sales Ratings tabulation have ratings of four stars or better.

The 311 economists and marketers on the Sales Rating Board have indicated many changes in fourth quarter ratings of industries' sales potentials, as shown by the up-or-down-pointing

arrows alongside the ratings. But emphatically, an unfavorable picture is not implied by the down-arrow symbols; the decreasing rating largely reflects the rising comparative base of sales, which makes large gains in '59 more difficult to achieve.

Despite the fact that people are spending money freely, as shown by the strong new highs in total consumer outlays for goods and services, consumers' liquid assets have climbed to new heights. Consumers now have \$519 billion in savings reserves of various kinds. These include \$27 billion in currency, \$58 billion in demand deposits (checking accounts), \$95 billion in savings deposits including postal savings and shares in credit unions, \$52 billion in savings and loan associations, \$45 billion in U. S. Savings Bonds, \$46 billion in other U. S. and State and other non-corporate bonds, \$130 billion in private insurance and pension reserves, and \$66 billion in Government insurance and pension reserves.

True, debts of consumers also are at new highs, but they're in logical proportion to liquid assets. The debts include \$113 billion in mortgage debt, \$47 billion in consumer debt including instalment credit, and \$4 billion in securities loans—for a total of \$164 billion. That leaves a record-high net equity of consumers at \$355 billion, compared with \$342 billion a year ago, a jump of \$13 billion. For longer perspective, the figure stood at \$319 billion at the end of 1955, \$276 billion at the end of '50 and \$71 billion at the end of '39.

Further potential buying power comes from more than \$400 billion owned by consumers in corporate

preferred and common shares, bonds and notes, and investment company shares. Added to the \$355 billion net equity of consumers, this gives the public a liquid asset total of \$755 billion—more than three quarters of a trillion dollars.

This vast sales target of attainable buying power is about four times as large as the yearly retail sales of all goods sold in the U. S. Important, also, is the fact that stock market profits form a great base of discretionary spending reserve. The fortunate owner of such profits—and there are many of them right now—may not wish to disturb his principal, but he will certainly consider spending at least part of his profits, especially for durable goods, new homes and renovation of old homes, furnishings, clothing and similar items. Stock market profits, whether on paper or already realized, have been exceptionally large; in the past 12 months they have exceeded \$95 billion.

For the full significance of this added potential buying power, compare this \$95 billion in stock market profits with the \$38 billion which consumers spent last year for durable goods . . . stock market profits for the past 12 months are 2½ times as high as the total spent by the public last year for automobiles, washing machines, refrigerators, vacuum cleaners, oil burners, kitchen ranges, and the entire range of hard goods, including the small ones such as ironers and toasters. Obviously, the potential buying power for these items is impressive.

Significantly, too, personal income from wages and salaries is booming along at a record rate. Unemployment is still high, judged from historical

FUTURE SALES RATINGS ... for Oct., 1959

In the 116-industry table below, the sales prospect rating has just been raised when the arrow ↑ next to the ★ points up. The arrow ↓ pointing down means the rating has just been decreased. All other ratings are unchanged from the previous quarter.

Key to Relative Size Ratings

(By Industry sales volume)

- A—\$10 Billion and Over
- B—\$7 Billion to \$10 Billion
- C—\$4 Billion to \$7 Billion
- D—\$2 Billion to \$4 Billion
- E—\$1 Billion to \$2 Billion
- F—One-Half Billion to \$1 Billion
- G—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★ —Very Good Relative Outlook
- ★★★ —Good (Medium) Relative Outlook
- ★★ —Fair Relative Outlook
- ★ —Least Impressive Relative Outlook

How to Read the Table:

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 4th Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	A	★★★★★	★★★★★	Luggage	G	★★★★	★★★
Air Conditioning	D	★★★★★	★★★★★	Lumber & Wood Products	A	★★★★★	★★★★
Air Transportation	E	↑★★★★★	★★★★★	Machine Tools	F	★★★★	★★★★
Aircraft Sales	C	★★	↓★★★★	Machinery (Agric.)	E	★★★★	★★★★
Atomic Energy	F	★★★★★	★★★★★	Machinery (Ind'l.)	B	↑★★★★★	★★★★
Auto Sales (New)	A	★★★★★	★★★★★	Materials Handling	D	★★★★	★★★★
Auto Sales (Used)	E	↑★★★★★	★★★★★	Meats	A	★★★★	★★★★
Auto Service & Parts	A	★★★★★	★★★★★	Medical and Dental Care	C	★★★★★	★★★★★
Auto Tires	E	★★★★★	★★★★★	Metal Containers	E	★★★★	★★★★
Baking	D	★★★	★★★	Metals (Non-Ferrous)	C	★★★★	★★★★
Banks (Revenue)	E	★★★★	★★★★	Missiles and Rockets	D	★★★★★	★★★★★
Beer	C	★★★	↓★★	Motion Pictures	E	↓★★	↓★★
Boating	D	★★★★★	★★★★★	Musical Instruments	G	★★★	★★★★
Building (Heavy)	A	★★★★★	★★★★★	Office Equipment	C	★★★★★	★★★★★
Building (Residential)	E	↓★★★★	↓★★★	Oil Burners	E	★★★★★	★★★★★
Candy & Chewing Gum	E	★★★	★★★	Oil (Cooking)	G	★★★★	★★★★
Canned Fruits & Veggies	E	★★★★	★★★★	Oil Equipment	D	★★★★	★★★★
Cereals	G	↓★★★★	↓★★★	Packaging & Containers	E	★★★★	★★★★
Chemicals	A	★★★★★	★★★★★	Paint	E	★★★★★	★★★★★
Cigarettes	C	★★★★	★★★★	Paper & Products	C	★★★★	★★★★
Cigars	G	★★★	★★★	Personal Care	D	★★★★	★★★★★
Clothing (Men's, Women's & Children's)	A	★★★★	★★★★	Photographic Supplies	G	★★★★	★★★★★
Coal (Anthracite)	F	★	★	Plastics	E	★★★★★	↑★★★★★
Coal (Bituminous)	D	★★★	↑★★★★	Plumbing & Heating	C	★★★★★	★★★★★
Coin Machine Sales	D	★★★★★	★★★★★	Printing & Publishing Equip.	F	★★★	★★★★
Commercial Printing	E	★★★	★★★	Radios	F	↓★★★	↓★★★
Cosmetics	E	★★★★	★★★★	Railroad Equipment	D	★★★★	★★★★
Cotton Textiles	A	★★★★	★★★	Railroads	B	★★★★	★★★★
Dairy Products	D	★★★★	★★★★	Refrigerators	E	★★★★★	↓★★★★
Department Stores	A	★★★★	★★★★	Restaurants & Bars	A	★★★★	★★★★
Diesel Engines	G	★★★	★★★	Restaurant Equipment	E	★★★	★★★★
Dinnerware	E	★★★	★★★	Rock Products (Incl. Cement)	D	★★★★★	★★★★★
Drugs & Medicines	C	★★★★★	★★★★★	Rubber Products	F	★★★★	★★★★
Dry Cleaning	E	★★★★	★★★★	Security Financing	D	★★★★★	↓★★★★
Education	F	★★★★	★★★★	Shipbuilding	F	★★★	★★★★
Electrical Eq. (Industrial)	C	★★★★★	★★★★★	Shoes	C	★★★★	★★★★
Electrical Eq. (Consumer)	D	★★★★★	★★★★★	Silk Textiles	G	★★	★★
Electronics (Military)	E	↓★★★	↓★★★	Silverware	E	★★★★	★★★★
Exports	A	★★	★★	Soap	G	★★★★	★★★★
Farming	A	★★★	★★★	Soft Drinks	F	★★★★	★★★★
Flour	D	★★★	★★★	Sports & Sporting Goods	C	★★★★★	★★★★★
Food Processing	A	★★★★	★★★★	Steel & Iron	A	★★★★★	★★★★★
Furs	G	★★	★★	Sugar	E	★★★★	★★★★
Gasoline & Oil	C	★★★★★	★★★★★	Surgical Equipment	G	↑★★★★★	★★★★★
Glass & Materials	D	★★★★★	★★★★	Synthetic Textiles	E	★★★★	★★★★
Government Procurement	A	↓★★★★	↓★★	Television	E	★★★★★	↓★★★★
Groceries	A	★★★★	★★★★	Toothpaste & Mouthwashes	G	★★★★	★★★★
Hardware	D	★★★★★	★★★★★	Toys & Games	E	★★★★	★★★★
Hotels	D	★★★★	★★★★	Trailers (Auto)	G	★★★★	★★★★
House Furnishings, Floor Coverings, Furniture, etc.	B	★★★★★	★★★★★	Travel & Vacations	A	★★★★★	★★★★★
Household Products (Misc.)	C	★★★★	★★★★	Travel Overseas	D	★★★★★	★★★★★
Imports	C	★★★★	★★★	Trucks	D	★★★★★	★★★★★
Installment Financing	C	★★★★	★★★★	Utilities (Electric)	C	★★★★	↓★★★★
Insurance	A	★★★★	★★★★	Utilities (Gas)	D	★★★	★★★★
Jewelry & Watches	E	★★★	★★★	Utilities (Telegraph)	G	★★★	★★★
Laundries	F	★★	★★	Utilities (Telephone)	C	★★★★	★★★★
Liquor (Alcoholic)	C	★★★★	★★★★	Vacuum Cleaners	F	★★★★★	★★★★
				Washers (Household)	F	★★★★★	★★★★
				Woolens & Worsted	D	↑★★★★	★★★★

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MULTI-BILLION DOLLAR PIPE LINE INDUSTRY

The anticipated rate of growth promises near-record expenditure for the next few years. Natural gas pipe line construction will represent the largest segment of the U. S. pipe line market, with capital expenditures for lines, compressor stations, communications, corrosion protection, metering and other related equipment running well over a billion dollars. Add to this the crude oil and products lines, plus foreign construction, and there is a foreseeable total of almost \$4 billion.

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perspective, and with automation advancing and productivity rising, there is no indication of a full correction in this situation in the months to come. On the other hand, total employment is close to a record high, and wages and salaries are at new peaks. Average weekly earnings in manufacturing now surpass \$90, compared with \$85.17 a year ago, \$82.39 in the good year 1957, \$59.33 in '50 and \$23.86 in '39.

Disposable personal income of the American public (income after taxes) is thus at a new high annual rate of \$341 billion—up \$21 billion, or about 6.6% above the \$320 billion annual rate of a year ago. And while income after taxes has gone up 6.6%, the consumer price index has risen only 1% giving the consumer added benefits in buying power.

For full significance of the impressiveness of this high spendable income, the current annual rate of \$341 billion compares with \$316.5 billion full year average for 1958, \$307.9 billion in 1957, \$274.4 billion in '55, \$207.7 billion in '50, \$70.4 billion in '39, and \$83.1 billion in the "fabulous" year '29. The '29 record was considered by many pessimists as never again attainable—and it did stand loftily for more than a decade—but it now has been more than quadrupled!

Likewise promising is the strong and improving financial condition of businesses in the United States. This means ability to finance expansion and new, appealing products, as well as to advertise and sell these products adequately, with the consequent further upgrading of rising American living standards.

► Current assets of the nation's corporations exceed \$250 billion, including \$57 billion in cash and equivalent, while current liabilities total \$127 billion, leaving net working capital of \$123 billion, a distinct, new, all-time high. At this season last year, net working capital totaled \$117 billion, compared with \$111.7 billion in '57, \$107.4 billion in '56, \$103 billion in '55, \$81 billion in '50 and \$24 billion in '39.

These high assets of American business are particularly encouraging in current times of relatively high interest rates and tight money conditions, which might otherwise nip in the bud a vigorously rising trend to greater spending for new facilities. Although stock financing and bond financing (at high coupon rates) are currently relatively easy to arrange, many corporations prefer to remain non-public-owned and do their financing for new facilities through cash positions, built

up, in part, by accelerated depreciation charges in industries where such acceleration is permissible.

Cash and equivalent are at a record \$57 billion high, compared with \$50 billion this time last year. And, spending for new facilities is on the uptrend as businessmen plan for the decade of the golden '60's. Such spending crept up from an annual rate of \$29.6 billion in the third quarter of '58 to \$30.6 billion in the first quarter of this year, \$32.3 billion in the second quarter, and \$33.4 billion in the third quarter. The fourth quarter rate may hit close to \$35 billion, which would compare with \$30.5 billion for the full year 1958, \$36.9 billion for the record-high year '57, \$28.7 billion for '55, \$20.6 billion for '50, and \$5.5 billion in '39.

► High corporate profits also bring up the spending potentials. The board estimates a record high of more than \$49 billion for '59 corporate profits, compared with \$37.1 billion last year, \$44.9 billion in the record high year '55, \$41 billion in '50 and \$24 billion in '39. After taxes, corporations are likely to turn in a profit record of about \$25 billion, which would compare with \$18.9 billion last year, \$23.5 billion in the record year '56, \$22.8 billion in '50, and \$5.0 billion in '39.

Even though spending for new facilities has not yet surpassed its previous peak, construction as a whole is in a major all-time-high boom. Residential construction has been particularly heavy this year, though it is scheduled to ease off a bit, and coming up strongly is the important area of industrial-building, in which contracts for future construction are running a huge 50% higher than last year. The board estimates total spending for new construction of all sorts at \$55 billion this year—more than a \$6 billion jump over '58's aggregate of \$49 billion, and comparing with previous records of \$44.2 billion in '55, \$28.5 billion in '50 and \$8.2 billion in '39.

Another major industry—automobiles—also is expected to stimulate

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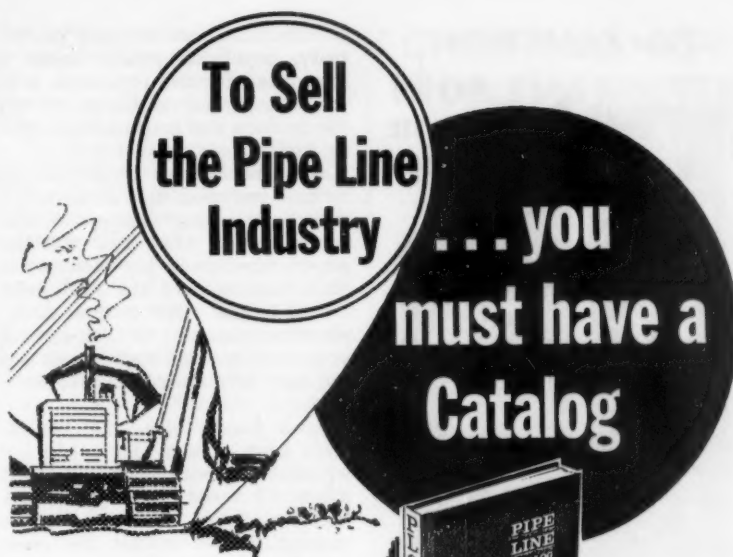
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business generally through the fourth quarter and into '60. The public seems to be exceptionally interested in forthcoming models. The four new American-made compact cars will be introduced at a cost of about one billion dollars, but the traditional models also will have dramatic style and engineering changes. Sales of U. S. cars are expected to rise to about 6,400,000, a jump of 656,000, or 11.4% over the 5,744,000 estimated for '59. If the figure does go this high, it still would be under the record sales of 7,112,000 domestic cars in '55. With increased U. S. competition, foreign-car sales are expected to decline to about 500,000 in '60, compared with about 620,000 this year and 58,000 in '55.

The economic strength of the old established industries, particularly the service industries, will be supplemented by the newer industries, which long have been pushed by exceptionally heavy research expenditures of American businessmen. The growth in newer industries has been especially pronounced in the last few years (even in the recession year 1958). Total research and development expenditures, government and private combined, are now estimated at more than \$10 billion annually—over three times the figure at the beginning of the '50's. And, for '59, research expenditures will soar at least 11% over last year. Impressively, the Census occupational classification of professional, technical and kindred workers has become the fastest-growing group in the working population.

► A good example of this new-product impact is found in the example of Westinghouse Electric Corp. Chris Witting, general manager of consumer products for that company, reports that more than 45% of Westinghouse consumer product sales in 1958 came from a dozen or more products not generally available at the end of World War II. In view of the present investment in research and the rate of new product development, he finds that the present decade should produce even more new products than the past decade, with a resultant marked improvement in living standards.

The continuing population boom gives additional support to business expansion. Population of the U. S. now approximates 178 million, a figure which the Census Bureau once thought would not be achieved till the middle 1970's. Population growth alone is not necessarily the answer to prosperity—as shown in so many overpopulated areas of the world. But, in an industrious and progressive nation



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like the U. S. with its rising productivity, population growth means a great deal, for this population is in the best position in history to buy the products that keep business activity high.

And, employment is on the rise with a continued uptrend in wages and salaries adding even greater economic impact. More than 600 employers have given pay increases to their workers since the steel strike started in July. Half of these settlements have been for 10 cents an hour or more, in line with the advances that had been developing before the strike began.

Small wonder, then, that the nation's total spending for goods and services has been running a big \$485 billion, or about 10% higher than last year. Gross National Product is pushing steadily toward the once-considered-fantastic \$500 billion level, and before this year is over promises

to exceed \$490 billion. The half-trillion mark is expected to be surpassed early in 1960, as the nation's spending for goods and services, particularly services, continues to rise vigorously. For perspective, in 1958 Gross National Product totaled \$441.7 billion; in 1955 it was \$398 billion; in 1950 it was \$285 billion, and in '39 the public spent only \$91 billion for all goods and services.

Inspiring as these constructive factors are in the business picture, there are some weighty problems on the other side of the ledger. But these are considered by the board to be strongly outweighed by the preceding favorable factors. The unfavorable situations include:

1. The potential drop in business resulting from cutbacks as cold war tensions ease. This potential exists, of course, but awareness of the situation should produce steps to offset its



"... Then it's agreed, gentlemen, that if these two lines converge we call it quits..."

effects on business; sudden, ruinous cuts seem unlikely. Following Korea, between '53 and '55, defense spending fell by more than \$10 billion—from \$49.3 billion in '53 to \$39.1 billion in '55. The cut happened to hit at the same time as a peak in the business cycle, but despite that fact, the recession was mild and ended rapidly.

The present budget for Department of Defense military functions aggregates \$41 billion annually, and of that, aircraft procurement (which probably would receive the most severe curtailment) calls for \$6.2 billion. If the cold war ended, this probably would be cut by no more than one quarter, at the beginning at least.

Missile development, now at a \$3.9 billion annual rate of spending, would be cut back much less severely, in view of its peacetime importance in exploration of space. There probably would be sharp cuts in personnel, with perhaps a cutback of about \$4 billion in pay and allowances. The board believes that the Government would move quickly to cut taxes, reduce interest rates and step up public-works spending, with the result that a general recession—if any—would be short lived.

2. Continued hardening of money rates. Interest rates now are the highest since 1929, and some businessmen fear their deflationary effects. The hard-money policies of the Federal Reserve System contributed to the reversal of the '57 boom. While money rates rose in the latter part of '57 and the early part of '58, spending for new facilities was cut, home-building declined and instalment buying dropped.

Rates now are higher than they were then, but the momentum of business improvement continues strong, with bank loans and consumer loans at new high records. Termination of the cold war would bring a quick reversal in the Government's hard-money policies.

3. The decline in our foreign business. Inflationary pressures (particularly high-wage costs) are affecting the competitive advantages of American products overseas and on this continent. Another big round of wage increases could be especially harmful to foreign business from the viewpoint that low wage rates in foreign countries give them a strong operating-cost advantage over our products. Moreover, many American companies are likely to move their production to overseas plants if our production costs keep rising. Some companies already

are building in foreign countries to escape the high-wage cost of operations here, and there is increasing worry that jobs may be lost here as a result.

The drop in exports so far this year (at 4%) has not been so sharp as the 16% setback of '58, but evidence of competitive advantage of foreign products is found in the 20% jump in imports this year. Last year our exports equaled 4% of Gross National Product and imports 3% of Gross National Product, but this year some monthly imports of merchandise have been larger than our commercial exports—a rare situation in American economic history.

4. Strikes and strike potentials. In the past, these have retarded business progress, as in the instance of this year's long steel strike. As business improves, there are indications of further strikes to come, with possible disruption of business and increased operating costs. There is a growing fear that, even though inflation has been fairly well contained this year, it could burst the bounds (particularly in manufactured goods) if the wage-cost spiral is maintained.

5. Continued high rate of unemployment. Some of this is a result of the spirit of caution carried over from the recession, but more of it reflects persistent growth in the entire labor force, and in automation and productivity. Also, weekly working hours in this boom period have increased, in contrast to a decrease in the two previous recoveries of the post-World War II period. Unions now are trying to counterbalance this with a push for shorter work weeks and more sharing of the work.

Meanwhile, unemployment compensation is helping the buying power of the jobless worker. In any case, the relatively large total of people without jobs has not prevented disposable personal income in the aggregate from hitting new major peaks.

6. High plant capacities. Already at an all-time high, industrial plant capacity is scheduled to go higher. Larger imports are adding to a situation which—as some analysts contend—is resulting in overexpansion, excess competition and oversaturation of the markets. The silver lining to that, of course, is the restraint that it places on inflation. In any case, with rising population and a constantly improving and growing marketing system in this country, the distribution of these extra goods is not expected to cause undue problems in forthcoming months. ♦

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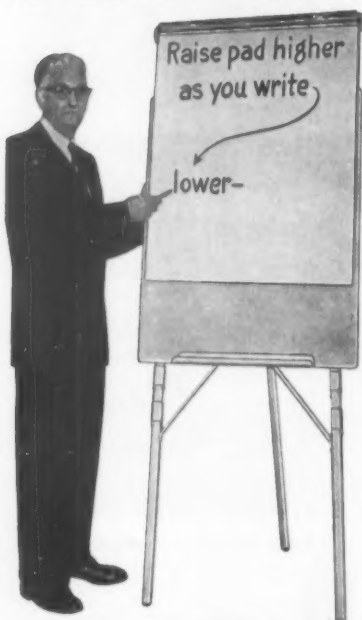
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How Bowes "Seal Fast" Built 500 Products Out of a Patch

When service station operators began demanding a wider and wider variety of auto products, distributors started to lose interest in Bowes "Seal Fast" Corporation's limited line. Then, one day, Bowes began to market every product it could get its hands on.

Most of the 500 automotive products marketed by the Bowes "Seal Fast" Corp. are identical with those made by its competitors. Because of this, "sales" has become virtually synonymous with "service" at Bowes.

In fact, service is the very reason why Bowes has 500 products.

The situation a few short years ago looked like this: Bowes, a leading producer of cold tire patches since 1920, had a few time-tested automotive products that it sold through franchised distributors. Ever since World War II, however, automobile owners had been demanding a wider and wider variety of products. The result of this divergence was predictable: Bowes' distributors found it more and more difficult to satisfy service station operators' wants with Bowes products. Naturally, a larger and larger percentage of the distributors' sales was going to items marketed by other companies.

The picture changed abruptly about two years ago when Robert M. Bowes II, the son of the founder, became executive v-p and general manager of the Indianapolis firm.

He drew one all-important conclusion: His company's products should not be limited by its ability to manufacture, but by its ability to market. The company had long had a large distributor set-up. Its ability to market was almost unlimited. The company began adding products just as fast as it could. If the service station operators wanted a wide variety of products, they were going to get them.

Oil filters, radiator hoses, fuses,

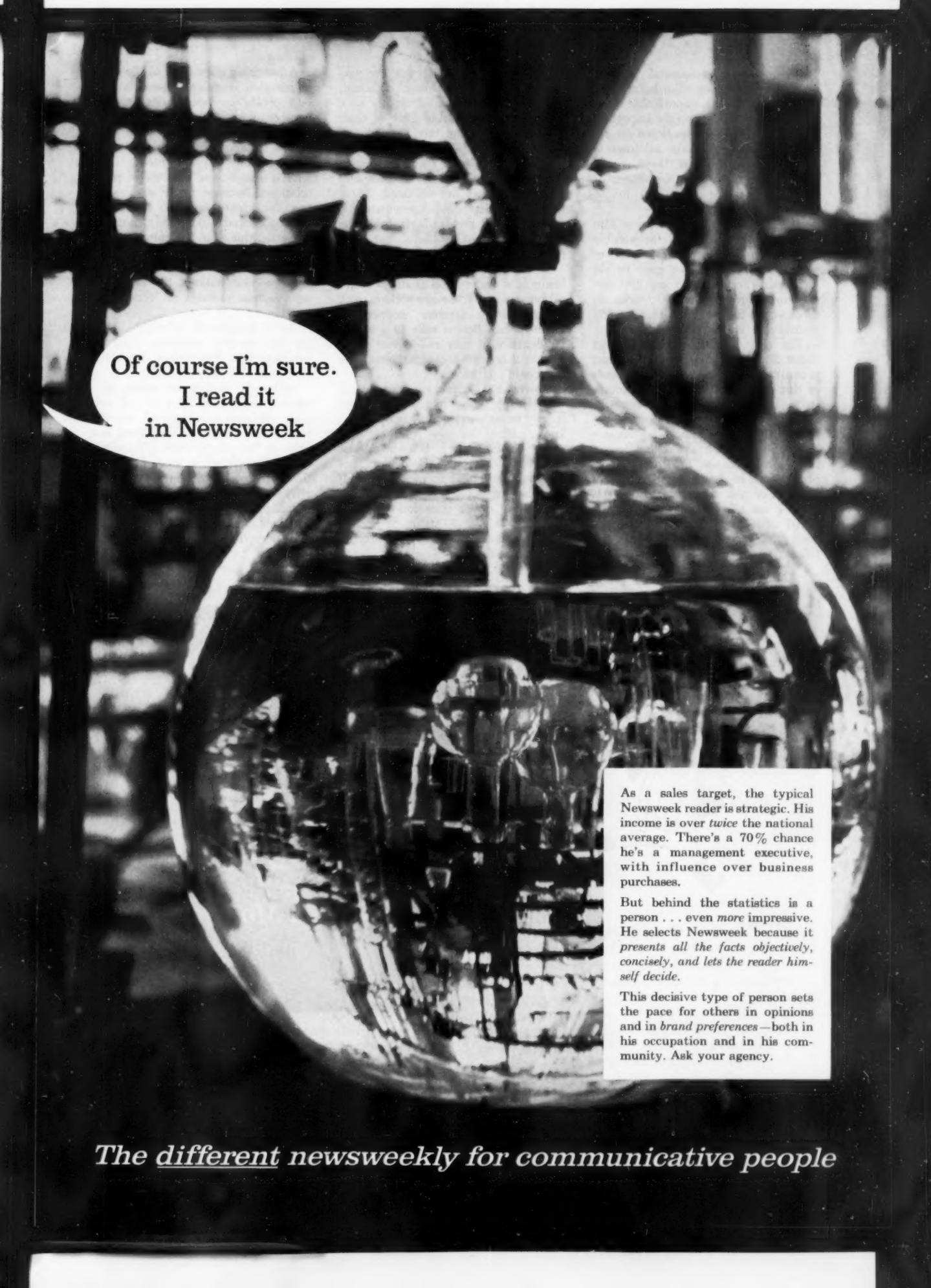
battery cables, and the like, all made by other manufacturers, were added to the Bowes line. Many were put under the Bowes label; others, like Trico windshield wipers and Wayne caps (both added just last summer), are sold under their makers' names.

Bowes' manufacturing operation was expanded, too. It was decided that a maximum number of new products could be added with a minimum of effort if Bowes began to produce automotive chemical products. Unlike the production of parts or equipment, which would require expensive and extensive new industrial operations, the only things needed for this were some formulas and some chemicals, and a place to mix and package them. The result was a full line of rust inhibitors, radiator flushes, brake fluids, transmission fluids, buffing and polishing liquids, sealers, and the like. These, too, were added to the Bowes line.

► With the number of Bowes products at 500 and still growing, the company can now provide its distributors with the variety of items needed to provide maximum service to today's gas station and auto supply store. Because of this, Bowes is fast approaching its goal of providing 90%-95% of the products sold by its distributors.

The introduction of new products made up only part of the effort toward increased-service-by-increased-marketing. The Bowes system of distribution was also given an extensive face lifting.

Bowes area managers are being



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given increased managerial powers. They now train new distributors and sever relations with unprofitable ones. They play an increasingly important part in the field representative set-up, as the number of Bowes salesmen is being tripled. In just three years, Bowes expects to have a manager or representative for every 10 to 15 distributors.

The number of distributors is also being increased as rapidly as possible to open up new territories to Bowes products and fill in the gaps in old territories. Today there are 280 distributors who operate 400 trucks. In three years, Bowes hopes to have 750 distributors with 1,200 trucks.

The new distributorships average about 250 service stations. They can promise weekly service, and because of this, have increased sales substantially. In many areas where two distributors have replaced one, each has topped the old distributor's volume.

Weekly service has provided Bowes' marketers with an "in" to the third phase of the re-vamped marketing program. For the first time, Bowes is making an all-out effort to sell national accounts. In many cases, the company is now better able to distribute to chain service stations and

auto supply chains than are the parent companies themselves. Although the major oil companies usually own and operate only about 20% of their service stations, the buying habits of the lessees and independent owners of the other 80% are often influenced to a great degree by the oil company with which they are affiliated. Thus, if Bowes sells the oil company, it gets not only the business from the company-operated stations, but from many tag-alongs as well.

So far, Bowes has been able to bring in a regional oil chain, a major rubber company tire store chain, and a midwestern farmers' cooperative chain. When Bowes sells to a chain, incidentally, it may sell Bowes products or it may re-package them under the chain's label.

Bowes is, of course, spending a considerable amount of time and money to let service station operators know about the new full-line, frequent service policy. Because in the auto supply business the dealers, not the motorists, tend to pick the products that are consumed, Bowes' entire advertising dollar goes for trade advertising. Some is spent to attract new distributors, but most is directed toward the dealers.

Advertising copy talks to the dealer in his own language. The ads translate profits on accessories into the number of gallons of gas the dealer must pump to make the same profit.

The testimonial-type ad series features Johnny Boyd, a racing driver who is also Bowes' director of public relations. Because many dealers follow the sport carefully, Bowes has long sponsored and owned racing cars.

Earlier this year, the company completed its first major packaging change. To fit in with the "decor" of many service stations, the new packages feature pictures of "cheesecake" models.

As a functional sidelight, letters on the models' sweaters code the products into five classes. Look-alike cans are also color-coded.

Although Bowes competes in a market dominated by giant oil company affiliates and regional manufacturers that tend to sew up local markets, its "service marketing" is paying off. Although dollar sales figures for this privately held company are not released, Robert M. Bowes II is only too happy to say that sales for the first half of this year showed a rise of 40% over the comparable period last year. ♦

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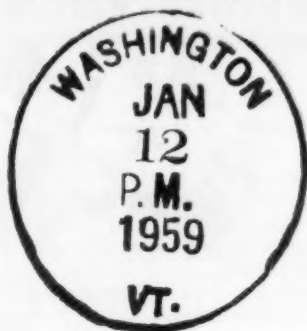


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Your advertising in the conventional mass magazines may make your name table talk in Washington, D.C. But in most of the 26 *other* Washingtons—the small-town Washingtons—you could be something of a stranger. That's because the giant-circulation magazines don't penetrate small towns in the depth they do the metropolitan centers. Grit is your answer. For here is the one national publication which concentrates on small towns . . . provides the added coverage you need in 16,000 of them from coast to coast. A small investment buys a big Grit campaign . . . and no other publication can do what Grit does to give you *balanced national coverage*.



Grit Publishing Co., Williamsport, Pa.

Represented by Sclaro, Meeker & Scott, Inc., in New York, Chicago, Detroit and Philadelphia, and by Doyle & Hawley in Los Angeles and San Francisco

Sales Management October 2, 1959 103



PEDESTAL

TELEVISION is virtually all things to most Americans—teacher for the intellectually curious, boon for the spectator sportsman, nirvana for the shut-in, whipping boy for the snide, frigate for the vicarious traveller. It's a love-story in the early afternoon, a nursery in the late, a news bulletin anytime. It's a walk in the park, forum for the thoughtful and microscope slide for political candidates. It's an empathetic counsellor, a weather report, a shot in the dark and a trek across hostile Indian country. It's jazz at the Philharmonic and a Verdi opera.

And yes, to some, unfortunately, it can be too many spots back-to-back, or a quiz show with omniscient contestants; to others, a tired old Class B movie in place of creative local programming and public service.

To us, television is a medium with endless vistas and inherent responsibilities. We try to meet those responsibilities wholeheartedly and with imagination. Our audiences—and the number and calibre of our clients—give us reason to believe we are achieving that goal.

Responsibility in Broadcasting

THE CORINTHIAN

WORTH WRITING FOR . . .

The Washington, D. C., Market

A 26-county market with a net spendable income of \$5½ billion, and this manual, designed for the use of local and national advertisers, provides detailed data on the economic factors and retail sales in the District of Columbia; Maryland and Virginia parts of the Metropolitan Area; Standard Metropolitan Area; A. B. C. City and Retail Trade Zone; the individual 26 contiguous counties that make up the marketing area as a whole. Write Joe Lynch, Promotion Manager, The Washington Post and Times Record, Dept. SM, 1515 L St., N. W., Washington, D. C.

Consumer Buying Plans

Findings of a survey conducted by Sindlinger & Co. during the second quarter of 1959. Highlights: Automobiles continue strong; sharp increase for dishwashers; planes replace trains; homes level off; vacation plans show greatest increases of interest in Canada and Europe. Write Andrew J. Cullen, Director of Research, Newsweek, Dept. SM, 444 Madison Ave., New York, N. Y.

The Small Car Market

This study reveals that the largest single untapped source of sales for the small car is the American wage-earner population—26 million families that represent 52% of the non-farm families. Based on opinions of more than 1,000 members of a panel of blue-collar workers, data show the

extent of knowledge of smaller cars among the workers, their attitudes toward smaller cars and the American-made versus imported smaller cars, and toward the Big Three entries in the U. S. small car market. Write Lee Andrews, Vice President, Macfadden Publications, Dept. SM, 205 E. 42nd St., New York 17, N. Y.

Electrical Products

1958 brand preference study, second in a series inaugurated in 1956 for electrical products manufacturers to use as a gauge for evaluation of past efforts to sell the industrial market, a yardstick of their respective positions, and a guide to plans for the future. Products covered: secondary power equipment; wiring materials; high-voltage equipment; lighting equipment; miscellaneous equipment—communications and clock systems, electronic tubes, storage batteries. Write Eugene Zucker, Research Director, Plant Engineering, Dept. SM, 308 E. James St., Barrington, Ill.

Management Organization

A definitive discussion of this often cloudy subject: How to harness the total resources of a business to achieve defined objectives, plan a management organization structure, staff the organization structure with qualified executives, provide each executive with tools of control. Write Carl W. Robinson, Vice President, Barrington Associates, Inc., Dept. SM, 230 Park Ave., New York, N. Y.

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

No. 1 Test Market in New England: Market data and package-plan information. The Providence Journal-Bulletin, Dept. SM, Providence 2, R. I.

Men Ready to Buy: A picture of industry's most active buying group. New Equipment Digest, Dept. SM, Penton Bldg., Cleveland 13, O.

The Oklahoma Market: Data on Oklahoma's growth record. The Daily Oklahoman and Oklahoma City Times, Dept. SM, Oklahoma City, Okla.

The South Bend, Ind., Market: Market data book. The South Bend Tribune, Dept. SM, South Bend, Ind.

The Molded Package Evaluator: A guide to drug sales-minded packaging. Mon-

santo Chemical Co., Plastics Division, Dept. SM 1138, Springfield 2, Mass.

Reaching Specific Sales Prospects: How to gain maximum coverage of your potential customers at minimum expense. CBS Television Spot Sales, Dept. SM, 485 Madison Ave., New York, N. Y.

This Man Is Being Sold with Sound Movies: Tips on training and selling with sound projectors. Bell & Howell, Dept. SM, 7100 McCormick Rd., Chicago 45, Ill.

Electronic Lectern: How to hold effective meetings and get your ideas across forcefully so that the audience hears every word. Radio Corporation of America, Dept. SM YC-110, Camden 2, N. J.

Overseas Conventions and Travel-Incentive Programs: How to plan for them. Henry Beardsley, Pan American, Dept. SM, Box 1790, New York 17, N. Y.

- ⊙ **KHOU-TV**
HOUSTON (CBS-TV Spot Sales)
- ⊙ **KOTV**
TULSA (Petry)
- ⊙ **KXTV**
SACRAMENTO (H-R)
- ⊙ **WANE-TV**
FORT WAYNE (Petry)
- ⊙ **WISH-TV**
INDIANAPOLIS (Bolling)
- WANE-AM**
FORT WAYNE (Petry)
- WISH-AM**
INDIANAPOLIS (Petry)

STATIONS

**IF YOU NOW
(or ever will) BUY
SALES PRESENTATION
BINDERS**



... we'll give you this
invaluable 84-page

**VPD SALES BINDER
REFERENCE BOOK**

FREE

Describes, illustrates and gives prices of over 45 different styles (in many sizes and colors) of ready-made VPD SALES BINDERS.

HELPS YOU TO:

**CUT BINDER COSTS
DRASTICALLY**—ready-made VPD BINDERS are far less expensive than custom-made jobs.

DEVELOP PRESENTATIONS FASTER, MORE EASILY—you can select a style and size (7 x 5 up to 24 x 18) from over 400 different "in stock" VPD binders immediately and tailor presentation material to it.

ELIMINATE WORK, HEADACHES—no nuisance of "working out" a binder, no time wasted explaining specifications, approving samples. Just look thru VPD REFERENCE BOOK and select.

MEET DEADLINES EASILY—all VPD BINDERS are ready for immediate delivery from your stationer.



**WRITE NOW FOR YOUR
FREE COPY OF THE #10
VPD BINDER REFERENCE BOOK
to: JOSHUA MEIER COMPANY, INC.**

601 West 26th Street, New York 1, N. Y.
manufacturers of sales binders since 1933

—SM—

Sales Promotion Section

SALES PROMOTION IDEA FILE

By LARRY SCHWARTZ, President, Wexton Advertising Agency, New York

**Animation Keys Up Slide
Presentations**

A new technique that puts the excitement and color of motion picture animation into 35mm color slides has just been developed by Visual Marketing, Inc., New York consultants and producers of sales promotion campaigns. After applying strips of polarized plastic directly to the transparency, Visual Marketing mounts a rotating plastic wheel directly in front of the projector lens, achieves startling effects that help dramatize sales points, animate charts and graphs, provide motion where needed. Unusual photographic, art and audio techniques have been combined with this animation to present a client's story impressively, yet simply, so that dozens of presentations, using standard equipment, can be made simultaneously by client sales personnel.

In another development, Visual Marketing, assisting the advertising agency for a group of 15 hotels in Central and South America, scientifically built a group of colors which, when used on a single printing press, could produce 15 sets of literature, each with its own distinctive color scheme. These sales promotion color schemes have been adopted as the basic colors of the individual hotels, and are being used for rugs, furniture, wall paper, towels, etc.

To see these and other new developments of Visual Marketing's unique workshop-laboratory, contact Arnold Copeland, President, Visual Marketing, Inc., 375 Park Ave., New York 22, N. Y.

**Your Own Dictionary of
Trade Terms**

A glossary or dictionary of terms used in your industry might be a helpful adjunct to your sales promotion, public relations or advertising program. A leading authority in this field, an editor of the American College Dictionary, will develop such material for you. For information contact Laurence Urdang, 344 W. 72 St., New York 23, N. Y.

Thank-U-Grams Spread Good Will

A simple form, the Thank-U-Gram, which resembles a Western Union telegram, has been developed by the Kimball Foundation, 24 Northcote Drive, St. Louis, Mo., and a 10-day

supply is available without charge whenever you send for it. The Thank-U-Gram provides a nice way to say "Thank you" to someone who has done you a good turn, and gives the Kimball Foundation a way to spread its philosophy of looking for the good in others.

Totem Pole Plan for Contests

A complete format for a sales, safety, good housekeeping, community chest or other contest is now available, complete with props, gadgets, novelties, costumes, display pieces to get interest and participation.

Among the materials, which have been used successfully by Goebel Brewing Co., AC Spark Plug and Chevrolet divisions of General Motors Corp., General Foods, Ford Motors, Whirlpool Corp. and others, are the following items:

- Balloons
- Miniature Indians
- Totem Poles
- Copper Paperweight
- Drum Pencil
- Headress
- Tomahawk
- Copper Trophy
- Tom-Tom
- Peace Pipe
- Canoe
- Ribbons

For complete plan outline, including price list for materials, write to Irving Nissman, Marvic Co., 861 Manhattan Ave., Brooklyn 22, N. Y.

Simple, Inexpensive Exhibit Units

While many companies need expensive, custom-built displays for their trade shows and sales meetings, some situations call for a standard, inexpensive unit that can be used over and over again. Such a unit is the 5' by 8' SCISSORPAK just announced by Ivel Construction Corp., one of the largest and oldest firms in the exhibit-building field. Only \$175, including shipping carton, SCISSORPAK includes two large peg-board panels, suitable for mounting photos, ads, products, etc., and a header. Prices are lower in quantity. The unit, with its scissor-leg construction, folds



How to sign up retailers by the millions!

It is a powerful incentive for retailers to stock, display prominently, and push your brand of merchandise when you launch a strong advertising campaign that is built around **FIRST 3 MARKETS GROUP** in the rich Industrial North and East.

Competition for dealer shelf-space as well as for the consumer's attention to an advertising message is understandably keenest in the three

largest and most profitable markets of the area—New York, Chicago and Philadelphia. In these three far-above-average markets which account for 19% of total U.S. Effective Buying Income, the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. As the dominant advertising medium in the three leading markets, *there is no substitute for FIRST 3*

MARKETS' solid 55% COVERAGE of all families.

In addition, First 3's "Sunday Punch" circulation of more than 5% million reaches over half the families in 1,195 cities and towns, which produce 27% of total U.S. Retail Sales.

To make your advertising sell *more where more is sold...it's FIRST 3 FIRST.*

THE GROUP WITH THE SUNDAY PUNCH



ROTOGRAVURE • COLORGRAVURE

New York Sunday News Coloroto Magazine

Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

NEW YORK 17, N.Y., News Building, 228 East 42nd Street, MUrray NH 7-4884 • CHICAGO 11, Ill., Tribune Tower, Superior 7-0843 • SAN FRANCISCO 4, Calif., 155 Montgomery Street, CArfield 1-7946 • LOS ANGELES 5, Calif., 3408 Wilshire Boulevard, Olinick 5-3557

FREE! MONEY PLANT

SEEDS THAT
REALLY GROW!

PODS LOOK LIKE SILVER COINS

A BAG OF VIABLE
MONEY PLANT SEEDS
FOR AS LITTLE AS 5¢

CONTACT US
IMMEDIATELY
FOR DETAILS

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Telephone ORegon 5-6500



"IDEA" LETTERHEADS
Add lively interest to your messages!
Unusual ideas illustrated in 4 colors
for bulletins and mailings. 8½x11 size.

SEND FOR FREE CATALOG
IDEA ART
309 Fifth Avenue, New York 16

"Intangibles" to sell?



Selling something that
words often fail to de-
scribe? Then dramatize
the benefits with today's
most powerful commu-
nication medium — the
motion picture . . .

Atlas Film Corporation

OAK PARK, ILL.
CHICAGO PHONE: AUSTIN 7-8620
WASHINGTON • CHICAGO • HOLLYWOOD

instantly to a flat package and can be easily transported. It can be used at exhibit booths, or as a free-standing display anywhere.

For additional information, write to Leslie Levi, President, Ivel Construction Corp., 53 St. & First Ave., Brooklyn 32, N. Y.

Other producers of pre-fabricated exhibit units include:

Tabery Corp., 3443 South Hill St., Los Angeles, Cal. (10' modular units available on rental plan.)

Regent Specialties, 107 Norris Drive, Rochester, N. Y. (\$452-\$722)

Hartwig Displays, 1325 N. Van Buren St., Milwaukee, Wis. (From 2¼' unit for \$107.50 to a 33' unit for \$1206.50.)

Functional Display, Inc., 1370 Blondell Ave., New York 61, N. Y. (\$601-\$679)

Lewis Barry, Inc., 12 John St., New York, N. Y. (\$345-\$995)

Design and Production, Inc., 826 Slaters Lane, Alexandria, Va. (\$188)

Capex Co., 615 S. Blvd., Evanston, Ill. (\$495-\$795)

Display Workshop, Inc., 341 Trumbull St., Hartford, Conn. (\$495-\$696)

Local Tie-in

In Stratford, Conn., home of the yearly Shakespeare Festival, where each summer thousands of tourists drive to see Shakespeare's plays, a Cities Service gas station along the main route displays a 6-ft.-high photo of the station's manager dressed in Elizabethan costume, complete with

sword and plumed hat. Beneath the photo is the inscription, "If better service is the question, methinks it's here without exception."

Record and Phonograph by Mail

Brownie Manufacturing Co. of New York has come out with a unique attention-getter for direct mail. Their Sound-A-Gram literally "speaks for itself," as it consists of a heavy cardboard phonograph and a plastic record, both of which mail flat in an ordinary No. 10 envelope. The phonograph pops up automatically, all ready to play the record, on removal from the envelope. I defy anyone to resist moving the record with a pencil point and listening to the message.

This clever company is also offering a "Pop-Up Parasol," a tiny 16-rib parasol fitted with a spring mechanism and mounted at the center fold of a folder, so that the folder is closed and mails flat. When taken out of the envelope, parasol springs up.

For further information about Sound-A-Gram or the Pop-Up-Parasol, write to M. M. Brown, Brownie Manufacturing Co., 55 Frankfort St., New York 38, N. Y.

Sales Promotion Idea File is a review of sales-producing tools and ideas designed to stimulate the thinking of sales-minded executives. Address contributions to Larry Schwartz, c/o Sales Management, 630 Third Ave., New York 17, N. Y.

Lite-TUFF PLASTIC BOXES HELP
YOUR SALESMEN SELL



Made of rugged Tenite II, with metal hinges and catches, displays your product at its best . . . clean and undamaged. Compartment arrangements to fit your needs, without usual die costs.

WRITE TODAY FOR CATALOG & PLOT PLAN SHEETS
SHOE FORM CO. INC. DEPT. S AUBURN, N. Y.

How U.S. Plywood Gets Written into the Specs

Every time an architect specifies U.S. Plywood materials, you can bet one of USP's carefully selected and trained Architects' Service Representatives has been hard at work since the early planning stage.

By F. B. PECKHAM
Manager, Architects' Service Department
United States Plywood Corp.

A new school, hospital, apartment or other building is erected. Into its construction have gone several million dollars' worth of materials. In a fairly good proportion of such structures, the products of my company, United States Plywood Corp., are represented—sometimes well, sometimes not so well as we'd like.

If we're well represented, I can be sure that a member of our organization, someone we call an Architects' Service Representative, has been on the job ever since the early planning stage, that he has put in quite a few hours of work and made a number of calls, probably about ten, stretched out over a period of months or years.

He had help, naturally, from our home office and from the branch out of which he works; and there's a good chance that when the local millwork subcontractor took over, the branch had a line salesman calling on him to say, in effect, "The architect specified our doors (or panels, or whatever the products)—when do you want delivery?" And while it is true that the completed sale represents teamwork on the part of the home office, the branch, the line man and the ASR, it is the ASR who deserves the bulk of the credit.

Our staff of about 55 architects' service representatives are specialists in the true sense of the word. They are selected by a combination of interviews and aptitude tests (Klein Institute), according to a set of specifications as carefully drawn up as the specifications of the architects on whom they call. In brief:

"The ASR should be more mature than the average line-salesman, preferably at least 30 years old. If the ASR appears too young, the architect will not have confidence in his knowledge of the company or our products. He should be self-sufficient and should have had a successful sales record before joining our ASR group. He should be able to feel at home when mingling socially with members of the architectural profession. He should have either a technical background or a good practical knowledge of construction work. This is important now, especially, because of our acquisition of more and more products, such as the spandrel panel, which must be explained to the architect.

Education is a continuing process for these men. It begins when they join us. Regardless of the years they might have spent with U. S. Plywood in other departments, they all must attend a 2-week training course, where they receive specialized training in dealing with architects. After classroom lectures at the main office, they travel to some of our plants to gain more knowledge of our products. There are also refresher courses.

Our architects' service representatives are salaried. Turnover is low. I believe it is safe to say that a larger proportion of them win promotion (to branch manager or executive posts) than members of any other department of the company. Aside from that, few leave. I can recall only four or five resignations in the last ten years.

Let us turn now to the selling pro-

cedures which get U. S. Plywood products into a new building.

The story begins with an announcement in the Dodge Reports, telling the type of building, the location, the cost, and the name of the architectural firm. The ASR knows that the first stage is preliminary planning, which will probably take three months. During this period, as soon as he is permitted, he calls upon the job captain of the architectural firm. Over the preliminary plans the two discuss the U. S. Plywood materials which may conceivably go into the structure.

If the ASR makes a strong case for our products, there's a good chance that the job captain or designer will instruct the specifications writer to incorporate most of the materials discussed, if not all, into the specifications. And the way he writes these is almost as important as the fact that he does write us in. He may say flatly that he wants our products, naming them. He may say that he wants them or the products of another manufacturer, naming each. Or he may say he wants ours, "or equal," to use the trade expression. This last method is often favored by the millwork subcontractor, who furnishes the materials directly to the building site, because it gives him latitude to substitute and a chance to keep expenses down. But architects are getting away from this to an increasing degree; and there's a trend requiring the subcontractor to ask, in writing, for permission to substitute brands.

At the end of the preliminary plan-

ning period there is the final planning stage which may take five or six months, or longer, depending on the size of the job. It is during this period that the ASR calls on the architectural firm's designer, who makes more definite selections based on the original specifications.

The ASR knows the final planning stage has come to an end when he sees an announcement in the Dodge Reports that the job is out for bids. Even though he may have been told that U. S. Plywood products would be written into the specifications, he can't be sure of this until he examines

them in their final stage. To see them he may go to the local Dodge planning room or to the architect, or to the contractor. Of course, he is keenly interested in knowing how our products were specified and whether the "or equal" clause was used. When he has this information, he notifies the line salesman, who then calls upon the millwork subcontractor's purchasing agent.

It is up to the line salesman to prod the millwork subcontractor to order any U. S. Plywood materials specified in ample time to make delivery. If the order is delayed too long, we

might not be able to make delivery. If necessary, the architect may be asked to take a hand in this prodding.

Not all our materials are sold through subcontractors. Some are sold direct. Others are sold through distributors. For example, Weldwood movable partitions, chalkboard and tackboard are all sold through distributors. (Distributors work under the supervision of the product manager, branch manager, or sales manager of the division manufacturing the product.)

One of the most important responsibilities of the ASR is to educate the architect in the proper use of our products and in their limitations. At times we have lost sales through arguing against misuse of our materials. But most customers appreciate our frankness and react favorably, by writing tighter specifications, and sometimes by ordering more of our products. By preventing the use of a material where it would not serve, we protect not only our own company, but the architect and his clients.

The Billion Dollar† **WORCESTER MARKET**

86.4%

INTENSIVE COVERAGE

By the
Telegram-Gazette

158,215 Daily • 102,975 Sunday****

†F.B.I. — Sales Management Survey of Buying Power May 1959

*Sales Management Survey of Buying Power May 1959

Member **ABC Audit December 31, 1958

**The Worcester
TELEGRAM AND GAZETTE**
WORCESTER, MASSACHUSETTS

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives



OWNERS OF RADIO STATION WTAG AND WTAG-FM



About the Author

When F. B. Peckham set up a special department at United States Plywood for selling to architects, in 1947, he established a pattern which has since been widely adopted by others serving the construction market. Peckham trains, guides, prods and inspires USP's 50-odd architects' service representatives (called ASRs), to such a degree that a company executive complained, "When they get through with Peckham's Plywood College, they are under the impression that their job is the most important in our organization."

Peckham has been associated with lumber and construction since his thirteenth year, when he worked in a logging camp in his native Wisconsin and in Minnesota. Later he worked in construction, became a salesman and joined U.S. Plywood's sales force in 1932. Since then, he has addressed some 8,000 architects. He is active in community affairs in his home town, Ridgefield, Conn., where he has served on the School Building Committee for 11 years, part of that time as chairman.

Though self-sufficiency is one of the qualifications we seek in our ASR men, they receive encouragement and are subject to supervision. As soon as one makes his first call, on the job captain of the architectural firm, he fills in a Job Record form in quadruplicate. One copy is sent to me, one goes to the branch manager, one goes to the line salesman who will come in toward the end, and the fourth copy is kept by the ASR. On this form are shown the items which the job captain has agreed (perhaps tentatively) to specify.

From time to time, especially during sales meetings, the branch manager will ask about the status of a project. I keep my copies of all Job Record forms bound together in a volume, and, by leafing through them, I can tell what business we can hope for in our various territories. Eventually on each form I indicate whether or not we got the order as originally planned; and if the order is lost, I want to know why.

► The help which the ASR gets from the company in his sales work takes several forms. For one thing, we advertise in nine architectural and design journals. Our advertising aims to remind readers of the merits of our products and to tell about new ones.

We also issue a wealth of printed matter which is distributed by hand by our representatives, or at trade shows, or mailed out — some through general mailings to all registered architects and some in response to coupon requests from our advertising. We have a general catalog listing most of our products (which run into the hundreds) and about 30 individual brochures describing in detail each product (or product group) and giving installation information. Most of these are in the uniform, practical, easy-to-file 8½" by 11" format with marginal holes to fit them for binders.

One of our booklets, "Architectural Grade Plywood Panels," has a great deal of technical information about veneer characteristics, construction, matching, panel matching, furring, laying out the job (room paneling). It is a kind of illustrated textbook on the use of panels.

Also under the heading of selling to architects is our system of holding Information Meetings. These may be luncheons or dinners, but their purpose is always to provide information that architects can use, usually on new products. They are held in conjunction with the Producers' Council, a 37-year-old national organization of building materials manufacturers, affiliated with the American Institute of Architects. Its purpose is to pro-

mote ethical business practices among building manufacturers and architects, to further good will among manufacturers and to keep architects abreast of new products and how to use them. Thirty-nine of our USP branches across the country belong to PC. We feel that it is the most economical and efficient way to expose our products to large groups of architects.

Demand continues high for more and better community facilities — schools, hospitals and other public buildings. These are architect-designed. Architects, who account for 80% of all building activity today, are an

important market to us. Our corporation enjoys the respect and good will of the architectural profession; but no matter how good our reputation, the individual architect must rely on knowledge of our products and the integrity of our representative. This is one reason why we're so careful in the selection of our ASR men, in providing them with thorough and continuing training, and in backing their efforts to the best of our ability. So far, the system has paid off in increased sales of our materials, especially proprietary products, in architect-designed building. ♦



NEW!

Slim Nascon

1960

WEEK-AT-A-GLANCE

Fits
YOUR
GIFT BUDGET...
YOUR
CUSTOMER'S
POCKET

Each page: 3¼" x 6¼"

Nascon's New 1960 Week-At-A-Glance Record Book will keep your name before customers... and your customers' weekly schedules before them at-a-glance, throughout the year. Free gold cover imprint of your name or trademark virtually assures you of daily remembrance.

Trim and slim, this new book features a 3¼"x6¼" page size with ample

space for jotting and noting a full week's memos, appointments, etc., at-a-glance, on a double page spread. Wire-O binding keeps pages flat, for easy writing.

The new Nascon Advertising Gift Catalog contains complete details on this and other handsome, exclusive Nascon gift items. Send for your free copy today.



SPECIALTY DIVISION
NASCON PRODUCTS

Division of Eaton Paper Corporation

Dept. S

475 FIFTH AVENUE, NEW YORK 17, NEW YORK

Just
Off
the
Press



This booklet will help you evaluate your Sales Potential in the basic Pit and Quarry Industries

This multi-billion dollar industry provides the raw materials for most major industries, including the huge construction operation.

The non-metallic minerals "Facts and Figures" booklet provides an analysis of over 40 basic materials, including cement, crushed stone, sand and gravel, lime and gypsum. It gives production tonnages, number of each type of plants, growth and prospect.

Annual tonnage production of minerals by the Pit and Quarry industry is over double that of the combined coal and metal mining industries.

Here is a market in urgent need of heavy material handling and processing equipment. Its future prospect for expansion is unsurpassed.

To cultivate business in this active market, advertise in PIT AND QUARRY.

**Free! MAIL COUPON FOR
YOUR FREE BOOKLET**

PIT AND QUARRY PUBLICATIONS, INC.
431 S. Dearborn St., Chicago 5, Ill.

Mail me a copy of your booklet without
obligation.

Name _____

Firm _____

Street _____

City _____

Products _____



The Wonders Women Work in Marketing

(continued from page 35)

management," Waterman says. "We have found them to be an effective voice, as well, in representing Corning to the trade and the public."

Food manufacturers were among the first to recognize the sales-making potential of staff home economists. Their test kitchens play a major role both in developing new products and in finding new uses for old ones. Recipe promotions, based on such new uses, have been among the most productive themes for food advertising and selling campaigns.

Herbert M. Cleaves, General Foods vice president and manager of the company's Jell-O Division, reports many solid pay-offs from "new use" ideas resulting from the know-how and imagination of the home economists in the GF Kitchens.

Cleaves points out that food products that sell must not only be of good quality and conveniently packaged, but must be accompanied by foolproof, easy-to-follow directions that allow for differences in ovens,

mixing equipment and individual cooking habits. The home economists make sure that cooking directions are simple and clear. If a product is improperly prepared in the home, its inherent good taste may be lost, along with a customer.

Cleaves says that most recipe ideas for new products, or new uses for old products, come from the firm's home economists, though they sometimes start with suggestions to home economists from consumers, or from sales or advertising people. He cites one recipe for a new cheese cake, using Jell-O instant lemon pudding, that was developed from a consumer's suggestion. This recipe was responsible for an 18% increase in national sales of the product.

The way home economists function in the development and marketing of food products is illustrated by the story of the packaged quick yeast bread recipe introduced by General Mills. Betty Crocker, the non-existent but nevertheless very real symbol of General Mills' home economics experts, receives thousands of letters from consumers. Many of these asked, "Why can't you develop a quick yeast bread similar to what Bisquick is for biscuits?"

Questions asked of homemakers across the nation disclosed a sizable market for such a product, so the home economists began a lengthy series of tests resulting in a product that looked and tasted good. When a consumer test panel also approved, the home economists were given the

Now! ... Show All Your Friends
You, Too, Have Lived Dangerously!

Your Name On A Genuine Bullfight Poster



Impress and puzzle your friends, with this large 17" x 28" bullfight poster, featuring your name among those of other famous matadors. This authentic poster, using the original art work and printing plates in full color, makes a dramatic eye-catching decoration for home or office ... or a truly personalized gift for your bull-throwing friends. Poster imprinted with your full name or any other name you specify —only \$2.98 ppd. 2 posters, with 2 different names—\$5.75 ppd. Order now.

Mailed in a round mailing tube, not folded.
Ready to frame or hang on wall.
Be the first matador in your set.

Send check or money order.

EQ-3 Spencer Bldg., Atlantic City, N. J.
Copyright 1959 Spencer Gifts, Atlantic City, N. J.

SPENCER GIFTS

ORDER
BY MAIL
ONLY

In the New York market...
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Source: Profile of the Millions—2nd Edition, a massive study of New York market characteristics. Call any News office for a presentation.

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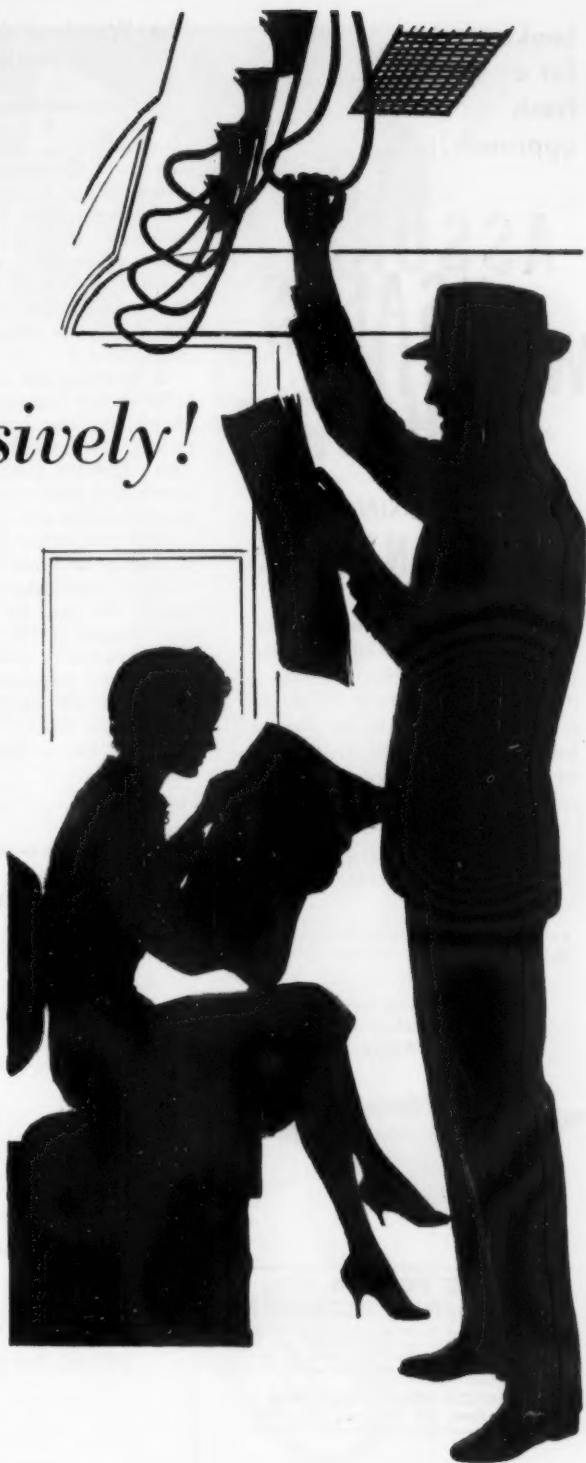
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The Wonders Women Work in Marketing

(continued from page 112)

job of selling it. They sold it first to their own advertising and sales departments and then to the company's advertising agency. Finally, they sold the new product to food editors, area home economists, utility company demonstrators and other authorities who, if they approve a product or recipe, will tell their readers or audiences about it.

In carrying out this job, General Mills' home economists used color photos, luscious baked products for tasting, demonstrations of the ease with which the product could be prepared, and numerous suggestions for merchandising and promoting it.

After the product was scheduled for production and ads featuring it were ready to break, the home economists took to the road for a series of carefully staged press and introductory parties in various key cities. At the same time, additional recipes were developed and distributed to publications and the trade, bringing fresh ideas to the homemaker and fast-

mounting sales to General Mills.

Producers of home-use materials that must be further processed before they reach the consumer find home economics experts especially helpful in smoothing their complex sales problems. Examples of such materials are the synthetic fibers made by Du Pont and Eastman Chemical. Their products are sold to converters, mills and other manufacturers, and ultimate success depends on how well the end-product pleases the consumer.

Du Pont had a taste of what this can mean not long after the commercial introduction of nylon. Women greeted the first nylon hose with wild acclaim. They demanded, and were given, hose that were ever sheerer and sheerer. But the bubble nearly burst when increasing numbers of women began to complain that their new sheer hose would not last nearly as long as the older ones.

One of the first tasks facing Du Pont's newly acquired home economist was to convince women that the gossamer strands making possible the sheer beauty of their new hose were necessarily more delicate than yarns used formerly. Next came the task of offering tips on care and laundering

"CAPTIVE but NOT CAGED"*



* the intriguing title of an equally intriguing market study of **LION** Magazine subscribers. With a *median* annual income of \$11,200, the Lion member has the authority and the means to buy your product or service for his business and personal needs. Want to meet him—*intimately*? Write or phone for your copy of "Captive—but Not Caged".



THE **Lion** MAGAZINE

209 North Michigan Ave., Chicago 1

Telephone: ANdover 3-2500

that would make the new hosiery wear longer.

As other new fibers came out of Du Pont research laboratories and found their way into a host of consumer products, Du Pont was besieged with requests for information by consumers and educators. Flooded by this sea of inquiries, the Du Pont company's Textile Fibers Department added a staff of home economists in 1951. Talks before women's clubs, educators, and college students were used initially to carry out this important assignment. Several members of the staff specialized in supplying sales information to department stores.

The demand for this service has continued. In addition, Du Pont home economists now appear on radio and TV programs and plan special fashion events for cities and manufacturing plants.

The home economist on the public relations staff works in an advisory capacity for Du Pont's 12 operating departments, each of which is concerned with a different consumer product. If it's the homemaker's or home economist's viewpoint they want, or a survey they wish to make, they rely on her for assistance.

► The home economist who comes out of school with a good understanding of equipment and home management as well as textiles and foods is quick to coordinate her product with new developments in other areas. Textiles and new features on laundry equipment or vice-versa; foods and new kitchen appliances; decorating ideas and newly developed finishes on textiles are natural "go-togethers."

At Eastman Chemical, for example, home economists do more than test and evaluate the products made with Eastman fibers. They also work directly with mills, converters and manufacturers to develop a program of adequate identification and to make available consumer education material on use and care of the end-products.

Eastman's home economics staff provides styling and home decorating advice to the public through retail stores. They use their knowledge of color and fashions to select garments, fabrics and accessories for display and photography, and to interpret new developments in styling for Eastman and its customers.

Marketing men in many home-goods lines have learned that women with a home economics background and an understanding of what the homemaker thinks and feels are a valuable bridge between the company and the public. And their work pays off, in sales and dollars. ♦

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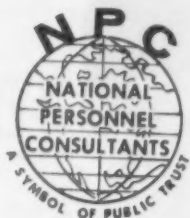


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LEISURE-HOUR GIFT**



The Regency XR-2a Private Ear at only \$14.95. A gift that will be a gentle reminder to your customer during his leisure hours. The smallest real transistor radio—not as large as a cigarette pack. Listen anytime, anywhere without disturbing anyone. Weighs less than a hearing aid—perfect for spectators at sports events, night owls, in-bed listening, etc. Featherweight earphone plays for you alone. Mandarin red. Operates hundreds of hours on two small pen-lite batteries.

For special quantity prices on the XR-2a or other Regency models write to:

Dept. M, Regency Div., I.D.E.A., Inc.,
7900 Pendleton Pike, Indianapolis 26, Indiana

**Ethan Allen Dealers
Go Early American**

(continued from page 39)

At least 40% of Baumritter's dealers staging the Festivals this fall are second- and third-time promoters. One store, Remy & Shephard, Stillwater, Okla., says its Festival last spring "turned out to be the biggest week in the history of our store. We sold over \$15,000 worth of furniture in three days. For a town of 20,000, that is very good. We benefit from it for days and months to come."

To make sure all promotional material arrives in time for the promotions, Baumritter's 49 salesmen work closely with stores in their respective territories at least three months in advance of Festival dates to:

- Plan inventory on special and regular Baumritter furniture for the equivalent of five to six weeks' sales during Festival promotion week.
- Establish a theme, tying in all window and floor displays and local advertising.
- Set up a special section in the store to show Ethan Allen bedroom, diningroom and livingroom furniture in realistic home settings.
- Plan displays for every store window, featuring room settings, key accessory items, construction features of Ethan Allen furniture.
- Plan at least one full-page newspaper advertisement announcing the Festival, and two or three smaller advertisements during the week of the promotion.
- Tie in all departments in the store with Ethan Allen signs, figures, spot displays, and feature coordinated merchandise in Colonial settings.
- Indoctrinate store salespeople by holding sales meetings before the Festival opens.
- Plan sales contests for store salespeople.
- Suggest ways to publicize the Festival: Invite the local press, radio and television representatives to a preview; notify home economics heads in high schools and colleges and members of women's clubs; invite wood-working students to view the Ethan Allen film, "Journey of a Tree"; work with home-making departments of local gas and electric companies to get tie-in publicity.
- Plan direct mail to advise regular store customers, in advance, of what is in store for them during Festival week.

Since 1952, when the company's first promotion budget was determined, Baumritter management has given over a large portion of yearly budgets to stimulate dealers to promote and advertise on the local level. Since 1953 all advertising has been carefully weighed to produce more and more local advertising and promotional effort by dealers, with these results: In 1958 retailer advertising expenditure was greater than the total Baumritter promotion budget, three times the Baumritter consumer advertising budget.

"1959," says Advertising Manager Brown, "promises to show dealer advertising at almost twice the Baumritter total budget, over four times the consumer advertising budget, which is the largest Baumritter has allocated to date. The most successful promotion currently used by the company is the Ethan Allen Festival which was started in the spring of 1956."

Behind it all is promotion-minded Nathan S. Ancell, co-founder and president of the company. He maintains that furniture buying on the part of the consumer can be significantly increased if retailers promote and display it in attractive home interiors which show customers how the furniture will look in their very own homes.

"The secret," he says, "lies in what I call horizontal assortment of furniture as opposed to vertical assortment."

By this I mean that there should be a number of shops within a store, each shop representing one period or

Early American Panorama

Baumritter Corp., founded in 1932, is privately owned. It ranks among the top ten furniture manufacturers in the country.

Today the company owns 12 factories from Vermont to North Carolina, each specializing in the manufacture of only certain pieces of Early American, modern or metal furniture. This has developed into what management considers very efficient operations, which allow the company to be quite competitive in price.

By offering selected furniture dealers an exclusive franchise on a given line in a local market, Baumritter has encouraged retailers to accept its display, promotional and "specialty system" selling techniques.

style of room decoration complete in all its elements: case goods, upholstered furniture, rugs, draperies, lamps and accessories. They should be tastefully arranged together in believable displays, rather than in a motley of separate, unrelated departments, each devoted exclusively to one category of home furnishings merchandise.

"Through such displays, the furniture and related products develop an exciting, dramatic appeal, and the furniture shopper is given a decorating handle. Very few women are decorators. The wealthy ones can afford to pay for professional help, but where does our great and growing mass market find it?"

From a retail management standpoint, Ancell pinpoints these advantages of the horizontal—or "specialty system"—selling technique:

- It paces and directs more intelligent sales presentations through floor salespeople because their knowledge of furniture becomes more concentrated.

- It broadens the market for furniture. Because displays are more realistic, they attract traffic to a store where ordinarily traffic is light.

- It produces a better margin of profit by imparting a greater value to the furniture, thereby supporting a fair price.

- It develops word-of-mouth advertising which is the most valuable kind, costing nothing.

- It stabilizes inventory at lower levels, increasing turnover and reducing markdowns.

- It simplifies purchase planning and attendant administrative costs, thereby reducing overhead.

- It focuses store buying on a few resources and gives the retailer more cooperation from the manufacturer.

- It enables the retailer to become more professional in specific design and style areas, eliminating confusion of choice.

- It increases sales volume because it reduces customer resistance, thus increasing the ratio of sales to shoppers.

- It triggers a price and style consistency of furniture which is often lacking. It gives a store a definite character which can be mirrored in the store's advertising and promotions. As price quotations gain stability, advertising becomes more believable, more effective and invariably more profitable.

- It substantially raises the unit sales check, and builds up customer loyalty to the store. ♦

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Pendleton Board Members Learn What Makes Marketing Click

(continued from page 37)

be barred during discussion, so everyone felt at ease. Questions brought up by directors were answered by the man most conversant with the subject of the inquiry.

For instance, while our marketing executives toured our local plants, the directors held their monthly meeting in the conference room set up for the marketing group. The walls were covered with promotional material, the tables set with sales helps. Huge charts showing sales progress dominated the room.

For the later sessions we condensed a product and concept meeting, with emphasis on sales planning and promotion. We demonstrated how our "Big D" program was set up to influence the Distributor and the Dealer

to help create bigger Dividends for all by the holding of distributors' salesmen's meetings.

This was demonstrated with a sales aid we call our "House of Distribution." It is a cardboard structure with three columns and a roof. The roof represents product sales. The columns represent the Manufacturer, the Distributor and the Dealers. The roof (it's collapsible) cannot be supported by the manufacturer and distributor alone. The dealers are essential. Without them the roof collapses.

A movie, animated and in color, summarized our ideas on what we term "redistribution."

We covered our sales program, displays, merchandisers and panels, and then took up advertising, promotion and catalogs. We discussed brand



HE RANG DOORBELLS early in his career. He's Marvin S. Bandoli, senior vice president, marketing, for Pendleton, and a member of the board of directors. Before his association with Pendleton he was sales v-p for Clary Multiplier Corp., same for Tracy Mfg. Co., and v-p for both sales and manufacturing for Victor Adding Machine Co.



No. 976 Card Case
Illustrated—Black Genuine Morocco

A Fine LOW COST Gift

Every business man can use and will want one of these useful and handy cases for his credit cards, driver's license and similar identification cards.

The ladies will use it, too, as a photo album. Available in genuine morocco (black), genuine English pigskin (tan) or genuine cowhide (ginger).

8 clear plastic wings — will hold 16 cards.

PRICES

100	250	500	1,000 Up
\$1.05	1.00	.95	.90 Each

Individually boxed.

Your ad — if desired — stamped in genuine gold at no extra charge.

For sample — send \$1.00.

ADVERTISING CORPORATION OF AMERICA
Manufacturers Holyoke, Mass.

preference. All of this was followed by general discussion.

We stressed the importance of teamwork in all areas of marketing. We emphasized the basic need for integrated promotions which, with proper teamwork, could help us attain or exceed our \$20-million goal.

Our idea for a joint board-marketing meeting seems to have paid off. One immediate result was agreement by the board members to act as co-sponsors with the regional managers for our fourth-quarter sales drive.

At the regular board meeting held the month following our conference, the directors were asked to appraise the event:

Bryant Essick, head of his own machinery manufacturing company, a man probably more conversant with company problems than any other individual outside the management team, was interested enough in the movie on redistribution to request its use for his own sales staff.

His comment: "I feel that marketing is the most valuable intangible that never shows up on a company's statement. I can build a plant in six months, equip it in a like period. But I have to wait from three to five years to learn if I have done a good selling job in a new market."

Robert Coons, administration vice president and director of American Potash & Chemical Corp., would repeat the joint conference. Marketing problems, he feels, are "not as easy for directors to visualize as problems in other corporate departments," and "nothing is more important than to check the lines of communication between the board and actual operations in the field."

Henry Baumgartner, financial consultant and a retired executive of Pendleton, would recommend a repeat of the conference if it can be held conveniently and at not too much expense. He thought it was a great morale booster for the field men.

Carl Coslow, vice president, manufacturing, for Pendleton, and board member, thought the sessions should be repeated. He, too, thought they stimulated high morale.

President Morris B. Pendleton would repeat the conference annually. "... it put the marketing men on their toes and gave them a better understanding of the objectives of the directors in behalf of the company as a whole."

Another by-product of the meeting: A number of requests for the use of the redistribution film have come from men who are not Pendleton directors, but who serve as directors in other companies. ♦

"NEXT TIME I'LL BUY THE FIRE EXTINGUISHERS."



...today,

ENGINEERS make the buying decisions!

195,000 engineers are motivated by the advertising they read in these Engineering Society Publications:

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CHEMICAL ENGINEERING PROGRESS
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TURN RIGHT TO . . .

. . . the September 10, 1959, Business Gift Issue for ideas on: Employee incentives, anniversary remembrances, long-service awards, gifts for openings and shows. Handy index lists hundreds of products at all prices.

BUSINESS GIFT ISSUE
September 10, 1959

Sales Management
630 Third Avenue, New York 17, N. Y.



Product:

VITA-MOIST,

new type moisturizing cream with special emollients for dry skin.

Company:

Avon Products, Inc., New York, N. Y.

Marketing Problem:

To introduce and pre-sell a new product in an established line marketed solely through direct selling.



AUGUST 1958: Vita-Moist joined the parade of Avon products going through their paces in Good Housekeeping laboratories. Scientific analysis was followed by Beauty Clinic investigation. Vita-Moist earned the Good Housekeeping Guaranty Seal.



OCTOBER 1958: Avon's "point of sale," in its direct selling method of distribution, is the package itself, and that is where the Guaranty Seal was placed, as the symbol of quality that has earned the respect and confidence of consumers everywhere.



MARCH 1959: Advertising in Good Housekeeping paved the way for the "Avon Calling" Representatives with "prepared acceptance" so essential in direct selling, invaluable in all selling.



MARCH-APRIL 1959: All was prelude to the actual call by Avon Representatives. Good Housekeeping Guaranty Seal on Vita-Moist package itself was both reminder and assurance of quality, truthfulness, reliability.



APRIL 1959: Sales success! Vita-Moist achieved one of the greatest and fastest launchings ever recorded by Avon. Another new product helped on its way by Good Housekeeping.

**"Good Housekeeping helped Avon...
shorten the time...reduce the cost...
of marketing a new product!"**

—GEORGE W. SHINE, Advertising Manager, Avon Products Inc.

AVON: BUILDING CONFIDENCE AND SALES THROUGH GOOD HOUSEKEEPING

Vita-Moist, Avon's newest, fast-selling cream for 1959, is one of the most recent successes in the long and progressive career of this unique 73-year-old company. Since 1937, every new Avon product has been subjected to the same thorough investigation in Good Housekeeping Laboratories. This program has put to work for individual products and the line the "climate of confidence" created so forcefully by Good Housekeeping.



GEORGE W. SHINE

What's Your Marketing problem?

- ... a new product in an established line?
- ... a new company out to build a brand?
- ... marketing a new improvement in an established product?
- ... conducting a drive on younger market of new homemakers?
- ... building increased demand for established brands?

In every situation, Good Housekeeping can step up the pace, cut down the cost of marketing!

What Makes a Man A Successful Salesman?

No single quality will do it, but rather a combination of characteristics and attitudes go into building the man people buy from. It's an advantage to be born with some of these traits, but most can be acquired.

By WILLIAM J. TOBIN

What makes a man a successful salesman?

Your guess may be as good as the next man's. But numerous surveys taken among top salesmen, sales executives, psychologists and others—indicate that the following 20 traits and attitudes are essential for success in selling:

RELIABILITY. We trust a person we can depend on. The effectiveness of this trait is doubly compounded in salesmanship. You look for it in the men you hire, pay the biggest salaries for it, look for it in your sales management replacements, promote and respect salesmen who have it. The reliable salesman gets things done, makes only the promises he can keep—and keeps the promises he makes. Words, or deeds that can't be depended on will never lead to an efficient and mutually beneficial sales exchange. From the customer's viewpoint a dependable, honest salesman is a business asset. Once the customer discovers that this is a characteristic of the man he is doing business with, he not only respects him, likes his company and what he sells, but also protects and strongly resists any interference with the salesman-customer relationship. This means he won't go elsewhere with his business.

INTEGRITY. This is a higher order of dependability. Webster defines it as "moral soundness." This is another

way of saying that the salesman who practices fair dealings as a way of life, as well as a way of selling, is incapable of being disloyal or false to his customers, his company, or himself. Looking at it very practically, moral soundness serves the best, long-term, sales and personal goals of the salesman. High-sounding as the phrase may appear, it makes up the hard core of any lasting sales relationship.

KNOWLEDGE. This includes product knowledge and something more. Product knowledge is essential, a prime requisite, for success in selling. It must be augmented constantly. It must be modified as the facts about your product and your services, your markets and your customers, and the salesman and his abilities change. This suggests the other type of knowledge that is important to selling: Knowledge, in this second sense, is the product of an active, curious desire to know everything of importance about the customer-salesman relationship. It is a characteristic of all good salesmen that they are forever searching out the facts about what they sell and the people to whom they sell.

SELF-MANAGEMENT. Today's salesman is probably his own boss in more important ways than men in almost any other occupation in our business community. He determines what he will do, where he will go, the people to whom he will sell, the serv-

ices he will provide, the hours in each day he will give to his work. All this involves self-management. Self-management is the wise direction of all his sales activities and the intelligent conservation and use of the time and energy he gives to them. The salesmen who make their mark in selling do so because they realize that good self-management is of real dollars-and-cents value to them. In this profession above many others, time is money. Wasting time is wasting money.

WORK ORGANIZATION. This skill, which can be taught by experience, or by a conscientious application toward improving one's knowledge of the how-to of it, ranks high among the traits that build sales. Good work organization involves the efficient scheduling of all sales activities. The objective of good work organization, a frequently overlooked one it must be noted, is to produce a maximum of face-to-face selling. It is a deceptively simple fact, but an extremely important one, that every minute counts in selling. The minutes that count for the most are those spent in front of customer or prospect.

SINCERITY. To be honest of mind and intent of purpose is a fundamental trait of good salesmanship. The opposite quality, insincerity, false intention, is a way of selling that defeats itself. Deal without sincerity and your customer soon enough finds it out and takes his business elsewhere. Sincerity means sticking to the truth. Beyond this, it carries with it the implication, the duty almost, that the salesman must be motivated by the desire to, first and foremost, benefit the customer. Overselling is insincere selling, as is high-pressure salesmanship. The only kind of pressure customers and prospects like is the low-pressure salesmanship that has their best interests uppermost in mind.

INITIATIVE. By this is meant self-initiated activity. This is a standout characteristic of successful salesmen. The good salesman is noted for an abundance of energy, get-up-and-go. He displays this aptitude for self-inspired action in everything he does. He has to, if he is to succeed at the business of motivating his customers to act on his suggestions, accept his ideas, purchase the goods and services he has for sale. Inertia and the fear of the consequences of change (psychologists say "fear of the unknown") is the salesman's biggest roadblock to success. The one personality characteristic that will overcome this is initiative. Initiative is the salesman's

sparkplug. It can be developed, in fact it must be developed, by courageous thinking. The kind of thinking required is best defined by the quotation: "Why not go out on a limb . . . isn't that where the fruit is?" Of course no salesman goes out on a limb until after he has evaluated most of the risks, intelligently gauged the strength of the limb; only then, does he reach for the fruit.

INDUSTRIOUSNESS. Selling seems to require just a little more effort—more perseverance and persistence—than do other occupations. It is easy to see why. In most other fields of endeavor the work comes to the man. In selling the man goes to the work. It isn't any coincidence that salesmen have been described as men of action, go-getters, live-wires, human dynamos, aggressive and enthusiastic personalities. They have to be. It is all part of the job of selling. Hard work and good salesmanship are, in a very real sense, synonymous.

ACCEPTANCE OF RESPONSIBILITY. Because of his unique position, a salesman is most frequently responsible to no one but himself. He is his own boss, the master of his own destiny, more fully than men of any

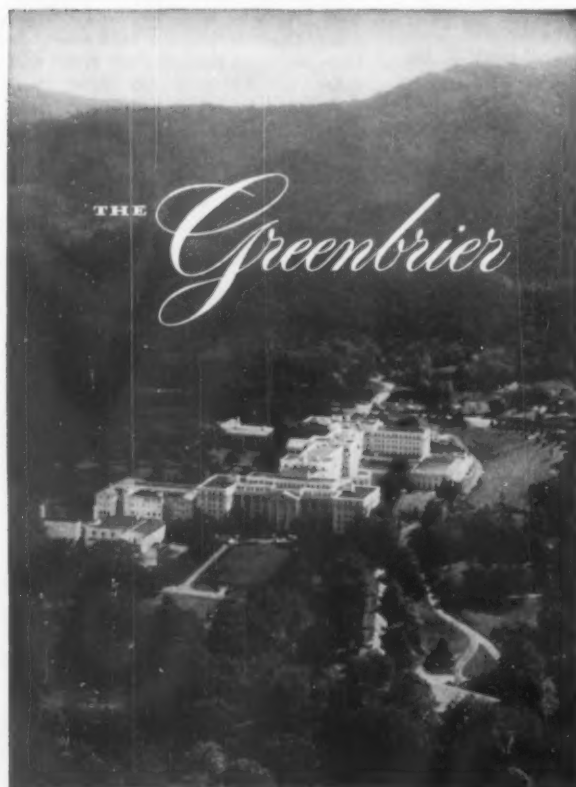
other occupation of a comparable level and status. The rules of selling and working that he makes, the good ones he abides by and those that he breaks, determine the degree of his success. An outstanding trait of every good salesman is his ability to take on work, to make promises, to act in the interests of others, to perform his duty and to undertake tasks in a responsible diligent manner. It is part of the normal, and if you reflect a moment, natural make-up of people you like, respect, trust. It is a sales trait that keeps a customer sold, builds lifetime relationships between customers and salesmen and the companies they represent. There are no better satisfactions for the salesman than those that come from assuming—and successfully carrying out—the many responsibilities presented to him.

UNDERSTANDING. A fundamental requirement of successful selling is to be able to comprehend what is happening on both sides of a sales interview. The salesman who would be in full control of the situation asks himself: What are the sales objectives? What effect are my words and actions having on the customer? How can I tactfully rebut price objection, prejudice, bargaining, wheeling-and-

dealing tactics, reciprocity, etc? It is true that a salesman not only has to stand in his own shoes, but also must stand in the shoes of his customer. Without this two-sided understanding no intelligent selling can take place, no real communication of the salesman's thoughts can be conveyed to his opposite, the customer. Understanding comes with the salesman's asking a single, sometimes extremely difficult, question of himself: "How does all this affect the customer?"

SALES ETHICS. This is as elementary as knowing what is right and what is wrong . . . and doing what is right. Harlow Curtice's statement, "What is good for General Motors is good for the country," applies as much to salesmanship as it does to General Motors. The best interests of salesmanship are synonymous with the best interests of the country. The best interests of salesmanship are synonymous with the best interests of all the people of America who are customers. Morally good selling is the best kind of selling for our economy and for any salesman interested in making a permanent niche for himself in our way of life.

(continued on page 124)



AMERICA'S INFORMAL BUSINESS CAPITAL

You will find at The Greenbrier the perfect setting for your conference, whether it be for ten or a thousand people. The new, air-conditioned West Wing has an auditorium with a 42-foot stage, new sound and projection machines, splendid banquet arrangements, and a theatre with a CinemaScope screen. Accommodations are magnificent; the food is gourmet fare. For after-session enjoyment The Greenbrier's recreational facilities are unsurpassed. And our staff of experts not only helps in planning your program, but they also handle the details to carry it through *successfully*.

Special Winter Rates available on request. Include a spacious, luxurious room and The Greenbrier's traditionally fine meals, green fees (our courses are playable much of the winter), swimming in mosaic tile indoor pool, membership in the Old White Club and gratuities to service personnel. EFFECTIVE DEC. 1, 1959 - FEB. 29, 1960.

FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 17 E. 45th St., MU 2-4300 Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg., RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Building, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervay, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

THE
Greenbrier

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Thank you, Mr. Edwards

We are always extremely happy to receive letters such as yours which point up so accurately the WGN, Inc. by-words—Quality and Integrity.

Our strict adherence to the NAB Code and our dedication to the community

which we serve, have resulted in ever increasing recognition of our policy by agencies, advertisers, our audiences—yes, even our competitors.

WGN-TV CHANNEL 9

441 N. Michigan Avenue • Chicago 11, Illinois



broadcast advertisers reports, inc.

750 third avenue, new york 17, n.y., yukon 6-8410

July 27, 1959

Mr. Ward L. Quaal, General Manager
Television Station WGN-TV
441 N. Michigan Avenue
Chicago 11, Illinois

Dear Mr. Quaal:

Of the 235 television stations we now monitor, WGN-TV is one of those which always gives advertisers a well-scheduled, clean run for their money. I suppose no one in the business knows this better than BAR since we've been monitoring stations all over the country for almost six years.

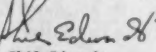
Also, as you know, our agency subscribers have used BAR to determine "questionable station practices," and it seems to me that their attitude, if turned around, can be a considerable bonus for those stations which are automatically opposed to clipping, product conflicts, overcrowding, and all other forms of spot nonsense.

Right now, with all the publicity that is developing on this, I think you ought to do a hard-hitting "look how clean WGN-TV is" promotion. It might pull more fall and winter business for you than any other campaign theme.

Almost every station on the air can come up with some kind of rating story but few can spotlight an operation as clean as yours and this is what the agencies will be looking for right now.

Cordially,

BROADCAST ADVERTISERS REPORTS, INC.


Phil Edwards
Publisher

PE/lf

JUDGMENT. Mature salesmen are noted for their perceptiveness. This, combined with the ability to weigh and evaluate words and actions in a sales interview, makes for top-notch selling. Good judgment is a hard-to-come-by skill that only experience, practice, a use of tested sales techniques can bring to fruition. The salesman of judgment is shrewd, wise, discriminatingly observant. He knows when to be discreet, when to push gently, the right time to ask for an order. A good salesman is an accurate judge of the human values and sales influences operating and shaping the opinions and buying decisions of his customer in every sales interview.

GOOD HEALTH. The poorly conditioned athlete doesn't run a good race, doesn't play a good game, doesn't bat successfully, doesn't carry the ball against opposition. So it is with a salesman. It's the wise salesman who doesn't overeat, doesn't take that extra cocktail, doesn't overtax himself physically or mentally. Probably the one man you have most frequently heard described as "on the ball," is a salesman. The source of his enthusiasm, a characteristic of most above-average salesmen has, in simple medical fact, its foundation in good mental, physical—and financial—health.

COURTESY. In one way this selling trait goes to the very heart of salesmanship. Courtesy means more than politeness—it means consideration for others, and appreciation for their position, sex and age. Courtesy is a single-word definition of the golden rule: "Do unto others as you would have them do unto you." Every salesman worthy of the title has a goodly share of this thoroughly Christian attitude toward life and people.

DETERMINATION. President Coolidge is well known for his philosophy that: "Nothing in the world can take the place of persistence. Talent will not: Nothing is more common than unsuccessful men with talent. Genius will not: Unrewarded genius is almost a proverb. Education will not: The world is full of educated derelicts. Persistence and determination alone are omnipotent." This quotation describes the kind of dogged persistence that carries the purposeful salesman along the road to success. A good salesman just never gives up when his reason, his research, his knowledge of customers and their needs indicate a sale is possible. A big helping of determination is a prerequisite, is part of the make-up of any good salesman. Of course, closed

doors hold some fears for even the best salesmen, but their determination dispels the fear and opens the doors; their will to act and reach their goals gets them the opportunity to see, talk to—and sell—prospects and customers.

AGGRESSIVENESS. The type of aggressiveness that is characteristic of the successful salesman is only distantly related to domination, and not at all connected with bullying. In selling, aggressiveness is the forceful pursuit of someone else's welfare. The poor salesman is aggressive in promoting his own self-interest—he rarely thinks of the customer's. The intelligent salesman promotes the interests of his customer first, because he knows this way of thinking best serves his interests.

FRIENDLINESS. Friendliness is one of the more outward and obvious signs of good salesmanship. Often the salesman is pictured as being on one side of the fence, the customer on the other. The implication is that they are opponents. Not so for the salesman who makes friends of his customers. This good-selling trait is a man-to-man friendliness, a natural and sincere cordiality. We all recognize that friends like each other, do favors for each other, like being together and working together. Customers react in much the same way when salesmen take the time to develop their friendship—and are careful never to take advantage of that friendship. Many a rewarding business relationship is solidly based on the honest fellowship between one man and another.

RESOURCEFULNESS. A selling trait for which most productive salesmen are noted is their ability to come up with answers for knotty sales problems. This is one reason why so many top salesmen are idea men, creative sellers of their goods and services. They are aware of a great reserve of mental and physical power. Much of this is in their natural creative ability. A lot more of it lies in their ability to capitalize on the skills and creativity of others. A good salesman knows how to use, coordinate, integrate the skills and knowledge, ideas and resources of others to further his sales aims. He is resourceful in his estimate of each sales situation, in his approach to the customer, in his planning, use of time and formulation of a sales presentation. He overlooks no possibility in the way he services and sells his sales contacts, in his use of all the sales tools—people and things—available to help

his selling to reach topmost efficiency.

PERSUASIVENESS. This is a sales trait that includes, but goes beyond, the realm of reason, and appeals to feelings and desires. If there is any one skill that guarantees success in selling, it is the ability to be persuasive. It is a most difficult skill to come by because it encompasses the selling traits of integrity, dependability, sincerity, understanding, judgment, courtesy, and friendliness. It is a skill that can be acquired via study and application.

APPRECIATION OF SELLING. Finally, the successful salesman likes what he is doing. Part of his liking, of course, is due to the good pay and the enjoyment he gets out of meeting and working with people. But it should be clear that none of this would come to pass if he didn't fully appreciate the customer-salesman relationship involved in the process of selling and buying. It is because he fully comprehends the art of balancing and manipulating the forces involved that he gets the job satisfaction and above-average financial compensation that selling can provide. Still another factor in this affinity for selling, necessary to every good salesman, is a driving desire to know more and more about human relations and motivation. The man who fulfills himself in such a manner grows as a person as well as a salesman—serves the best interests of his customers, his company, himself, and the much larger interests of the community as a whole. He sees selling as a necessary and important job that needs doing. Because of the good he sees it can do, selling gives him a great lift and a great sense of accomplishment.

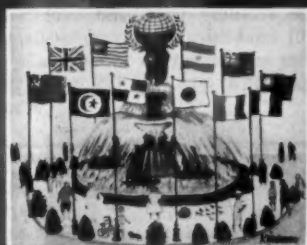
It might well be said of America's top salesmen that they are constantly striving to achieve a kind of excellence in their profession. In this connection the words of Gilbert W. Chapman, president, Yale & Towne Manufacturing Co., come to mind: "Excellence is not an elusive ideal, but something very tangible. Like America itself, it may mean different things to different people. . . . Excellence is rebellion against the commonplace. It is a rejection of any doctrine . . . which justifies the lowest common denominator as the measure of the work man should do. Excellence is an attitude which gives importance to ideas as much as to material things. It excludes expediency as a way of life. Excellence is reverence for truth. And most important of all, excellence is striving for intellectual growth." ♦

#101 MIRO - "CHILDREN AND BIRDS" - 10 cards of one design



#105 LEE - "CHRISTMAS EVE" - 10 cards of one design

#102 BETTINA - "PLAYMATES" SERIES - 5 each of two designs



#103 KINCMAN - "FOUNTAIN OF PEACE" - 10 cards of one design



#104 DOMJAN - "FAIRY TALE SHEPHERD" - 5 each of two designs



The space for this advertisement has been contributed by this publication.

WITH EACH CARD SENT *A CHILD IS HELPED*

THE GIFT of health and hope is the Christmas present you give to millions of children in need - when you send UNICEF Cards. Through the United Nations Children's Fund the proceeds from just one single box of ten cards, priced at \$1.25 provides 45 hungry children with a glass of milk every day for a week or the vaccine to protect 60 children from tuberculosis. How truly the spirit of Christmas is captured when you know that through your remembrance a child will be helped. When you send UNICEF Cards the happiness you spread at Christmas extends to the farthest corners of the earth.

FILL IN AND MAIL COUPON. All cards are \$1.25 for a box of 10 with matching envelopes and bear a Season's Greetings message in the five official languages of the United Nations.

U.S. COMMITTEE FOR UNICEF-GREETING CARDS
P.O. BOX 22, CHURCH STREET STATION
NEW YORK 8, NEW YORK

- ☐ #101 MIRO - "Children and Birds" - 10 cards of one design
- ☐ #102 BETTINA - "Playmates" series - 2 each of five designs
- ☐ #103 KINCMAN - "Fountain of Peace" - 10 cards of one design
- ☐ #104 DOMJAN - "Fairy Tale Shepherd" - 5 each of two designs
- ☐ #105 LEE - "Christmas Eve" - 10 cards of one design

TOTAL BOXES _____ @ \$1.25 per box \$ _____

NAME _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

November Retail Sales: \$18.1 Billion

By DR. JAY M. GOULD
Research Director
Sales Management and Its Survey of Buying Power

The volume of retail sales in November will probably total \$18.1 billion, representing a 6% gain over last November. A gain of 6%, as contrasted with the 9% average gain in sales for the first eight or nine months of the year, may be interpreted in several ways as indicating a slowing up in the rate of sales advance, and a tapering off in the 1959 sales boom. The steel strike, even if settled in October, has endured too long to leave the general retailing picture unmarred. The necessity of paying off debts incurred during the strike, will have a depressive effect on sales of hard goods in strike areas for many months to come.

Another sign that the boom may be losing some of its zing is the fact that housing starts have been de-

Retail Sales, Jan.-August % Gain, 1959 versus 1958

Food	2.6
Eating & Drinking Places	4.4
General Merchandise	8.6
Apparel	5.2
Furniture & Appliances	7.4
Lumber, Building, Hardware	13.4
Automotive	20.6
Gasoline Service Stations	6.9
Drug & Proprietary	8.2
*Total Sales	8.8

* Includes data for kinds of business not shown in above nine categories.

clining slightly but steadily since the peak annual level of 1,432,000 in April.

On the positive side is the fact that capital expenditures have been rising throughout the year, and are expected to run at a level of \$35.4 billion in the final quarter, 16% over fourth quarter '58. Secondly, the new compact cars appearing in October will undoubtedly boost automotive sales in the final quarter. Finally, the steel strike settlement will certainly be accompanied by a renewed burst of economic activity, in which retailers will certainly share. All in all, the final months will still make a healthy contribution to what has been a very fine retailing year, and each month will establish new record levels, even after adjustment for price gain.

30 Best Markets For November

(Top three cities in each of 10 regions)

The following cities have a common denominator. They are expected to exhibit retail sales leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. (U. S. Index serves as base, always 100.) For example, if a city has an index of 106.9 that means that its retail sales next month are forecast to lead the nation by 6.9%. Canadian figures are compared with U.S.

New England

Salem, Mass.	117.7
Woonsocket, R. I.	109.1
Stamford, Conn.	108.1

East South Central

Jackson, Miss.	106.8
Chattanooga, Tenn.	105.9
Gadsden, Ala.	103.2

South Atlantic

Orlando, Fla.	111.7
Washington, D. C.	111.0
Winston-Salem, N. C.	107.8

Middle Atlantic

Philadelphia, Pa.	108.5
Hempstead Township, N. Y.	108.2
Norristown, Pa.	105.8

East North Central

Kenosha, Wis.	116.4
Flint, Mich.	113.9
Gary, Ind.	110.8

West North Central

Rapid City, S. C.	109.7
Sioux Falls, S. D.	104.0
Springfield, Mo.	101.5

Pacific

Santa Ana, Cal.	124.6
San Jose, Cal.	116.9
San Diego, Cal.	113.7

West South Central

Amarillo, Tex.	108.3
Lubbock, Tex.	107.3
Wichita Falls, Tex.	106.4

Mountain

Cheyenne, Wyo.	111.7
Reno, Nev.	110.0
Albuquerque, N. M.	108.6

Canada

St. John, N. B.	112.0
Ottawa, Ont.	108.3
London, Ont.	108.1

-SM- HIGH SPOT CITIES

High Spot Cities are tabulated monthly as a guide to the marketer on where his sales efforts might pay the greatest dividends. Cities marked with a star ★ are Preferred-Cities-of-the-Month. They have a level of sales—compared with the same month in 1958—which equals or exceeds the national change in sales activity.

The first column of the accompanying tables indicates the number of months out of the past 24 that the city has had a star to indicate a better than average performance. When a full 24-month period of back data is not available, the city's record is indicated as follows: 8/11 would mean that a city has had 8 starred months out of the past 11. The 11 would indicate the total number of months for which data is available.

The second column indicates the index of change for this month of 1959 versus the corresponding month of 1958.

The third column (the city-national index) relates the annual change in the city's retail sales to that of the U.S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in retail sales 6% greater than that of the rest of the U.S.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for November, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Nat'l. Index 1959 vs. 1958	\$ (Million) November 1959
UNITED STATES				
	106.0	100.0		18061.00
Ala.				
Birmingham ... 16	105.2	99.2		45.46
★ Florence-Sheffield				
Tusculum ... 14	107.6	101.5		7.82
★ Gadsden ... 10	109.4	103.2		6.67
★ Mobile ... 2	107.2	101.1		23.07
★ Montgomery ... 22	108.2	102.1		17.92
Ariz.				
★ Phoenix ... 24	111.4	105.1		44.07
★ Tucson ... 22	113.6	107.2		22.72
Ark.				
Fort Smith ... 18	102.6	96.8		8.40
★ Little Rock- North Little Rock ... 24	106.4	100.4		24.58
Calif.				
Bakersfield ... 13	105.9	99.9		18.66
★ Berkeley ... 10	106.4	100.4		13.50
Fresno ... 18	99.0	93.4		26.37
Long Beach ... 0	102.8	97.0		49.08
★ Los Angeles ... 24	108.3	102.2		341.55
★ Oakland ... 17	109.1	102.9		60.82
★ Pasadena ... 9	109.6	103.4		24.50
★ Riverside ... 15	106.4	100.4		13.00
★ Sacramento ... 17	109.7	103.5		42.49
San Bernardino ... 13	100.6	94.9		16.65
★ San Diego ... 24	120.5	113.7		75.48
San Francisco ... 8	100.9	95.2		99.47
★ San Jose ... 23	123.9	116.9		35.60
★ Santa Ana ... 20	132.1	124.6		21.52
★ Santa Barbara ... 16	110.0	103.8		10.86
★ Santa Rosa ... 15/15	116.1	109.5		7.85
★ Stockton ... 13	108.9	102.7		16.30
★ Ventura ... 21	114.8	108.3		6.74
Colo.				
★ Colorado Springs ... 23	109.9	103.7		16.02
★ Denver ... 21	106.7	100.7		79.92
Pueblo ... 14	101.7	95.9		10.84
Conn.				
Bridgeport ... 0	99.7	94.1		19.92
Hartford ... 8	100.1	94.4		30.64
★ Meriden- Wallingford ... 4	106.4	100.4		7.53
Middletown ... 10	99.6	94.0		4.37
New Haven ... 4	101.7	95.9		22.65
New London ... 19	99.2	93.6		6.85

MIDDLETOWN Metropolitan Area

(Middlesex County)

37th in DRUG SALES per Household

among 292 metropolitan areas

Family for family, Middletown Metropolitan Area is one of the most responsive drug markets in the nation—outranking 255 areas in drug sales per household . . . topping nine larger areas in total drug sales.

The area is sold thoroughly only by the Middletown Press. No combination of outside papers comes anywhere near equaling its coverage of this top drug market.

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.
OUR NATIONAL REPRESENTATIVE
The Julius Mathew Special Agency

ONLY the RECORD and JOURNAL



Meriden • Wallingford, Conn.

Make sure you score in high-spending Meriden-Wallingford! Effective Buying Income is almost \$137 million*, and Retail Sales exceed \$83 million*. One caution: no Hartford or New Haven ABC daily has more than 400 circulation here. But the Record and Journal hit your mark with 97% coverage of nearly 120,000 customers!

*SM '59 Survey

**The Meriden
RECORD and JOURNAL**

Meriden • Connecticut
National Representatives:
JOHNSON, KENT,
GAVIN & SINDING, INC.

NEW LONDON Has Conn.'s TOP SALES in Apparel!

Here it is—the market that offers you the highest apparel sales per household of any Conn. city of 25,000 or over . . . a well-clad figure of \$738 per household average (SM Survey '59).

You'll sell most where they buy most, through THE DAY, the only local daily, covering 98% of this 66,547 ABC City Zone.

The Day

NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

\$19,602,000

Gasoline Sales

29% Above

U. S. Family Average

There's only one sure way to keep sales of your brand of gasoline rolling in Eastern Connecticut. Schedule the Norwich Bulletin—only daily published inside this big, isolated quality market . . . only daily delivering a broad, solid sales impact.

Norwich Bulletin

and Norwich Bulletin-Record (Sundays)

NORWICH, CONN.

Bulletin	Sunday Record
26,037	22,104

Represented by

The Julius Mathews Special Agency, Inc.

BATON ROUGE

Is On The

GROW!

Your sales will be on the grow there, too. It's Louisiana's fastest growing market, second in size — first in buying power. Baton Rouge's \$6,455 effective buying income per household is away out front in Louisiana. It can mean more sales for you. The State-Times and Morning Advocate is the total selling medium in this tremendous market.

*Sales Management Survey of Buying Power

STATE-TIMES

AND

MORNING ADVOCATE

Represented by the John Budd Company

-SM- HIGH SPOT CITIESRETAIL SALES FORECAST
(S.M. Forecast for November, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	Nat'l. Index 1959 vs. 1958	\$ (Million) November 1959
Conn. (continued)				
Norwich	5	99.3	93.7	5.21
★ Stamford	9	114.6	108.1	15.33
Waterbury	5	105.7	99.7	13.17

Dela.		105.2	99.2	54.95
Wilmington	17	105.7	99.7	25.94

Dist. of Col.		117.7	111.0	133.52
★ Washington	14	117.7	111.0	133.52

Fla.		109.2	103.0	583.44
★ Fort Lauderdale	24	110.7	104.4	20.91
Jacksonville	21	105.3	99.3	48.55
★ Miami	24	107.7	101.6	77.90
★ Orlando	24	118.4	111.7	27.94
Pensacola	8	104.9	99.0	13.76
★ St. Petersburg	18	113.7	107.3	29.95
★ Tampa	24	112.0	105.7	42.84

Ga.		105.5	99.5	325.95
Albany	15	101.4	95.7	5.69
★ Atlanta	24	107.5	101.4	86.97
Augusta	13	100.8	95.1	13.44
Columbus	0	102.7	96.9	13.07
★ Macon	17	107.0	100.9	13.51
★ Savannah	24	106.5	100.5	17.30

Hawaii				
★ Honolulu	24	108.5	102.4	33.32

Idaho		106.1	100.0	73.65
★ Boise	24	106.6	100.6	10.03

Ill.		105.6	99.6	1130.07
Bloomington	21	102.2	96.4	7.31
Champaign-Urbana	22	103.4	97.5	9.15
★ Chicago	11	107.1	101.0	486.88
Danville	0	99.7	94.1	6.55
Decatur	0	99.1	93.5	13.35
East St. Louis	3	96.9	91.4	9.51
Moline-Rock Island-East Moline	18	102.4	96.6	13.92
Peoria	2	103.1	97.3	21.57
Rockford	0	105.9	99.9	19.29
Springfield	15	103.9	98.0	18.15

Ind.		106.9	100.9	468.29
Hammond-East Chicago	2/7	105.4	99.4	21.33
Evansville	0	100.5	94.8	17.17
★ Fort Wayne	6	110.1	103.9	23.25
★ Gary	10	117.4	110.8	22.81
★ Indianapolis	21	107.0	100.9	80.24
★ Lafayette	19	109.0	102.8	6.40
★ Muncie	10	110.1	103.9	9.17
★ South Bend	10	107.8	101.7	19.30
Terre Haute	0	104.1	98.2	10.16

Iowa		102.7	96.9	302.95
Cedar Rapids	13	105.7	99.7	13.46
Davenport	12	102.7	96.9	12.80
Des Moines	18	102.2	96.4	29.38

-SM- HIGH SPOT CITIESRETAIL SALES FORECAST
(S.M. Forecast for November, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	Nat'l. Index 1959 vs. 1958	\$ (Million) November 1959
Dubuque	22	104.3	98.4	7.65
Sioux City	22	104.0	98.1	13.60
Waterloo	16	101.8	96.0	9.74

Kan.		100.6	94.9	207.87
Hutchinson	17	102.2	96.4	5.60
Kansas City	10	104.3	98.4	13.76
Topeka	12	103.7	97.8	13.16
Wichita	16	98.7	93.1	33.25

Ky.		102.1	96.3	210.98
Lexington	15	105.7	99.7	12.90
Louisville	2	101.9	96.1	53.17
Paducah	8	103.7	97.8	5.55

La.		101.8	96.0	244.76
★ Baton Rouge	22	107.1	101.0	24.52
Lake Charles	12	99.1	93.5	8.33
Monroe-West Monroe	11	105.0	99.1	9.57
New Orleans	1	100.1	94.4	63.42
Shreveport	15	103.8	97.9	20.44

Me.		102.2	96.4	93.01
Bangor	13	100.5	94.8	6.85
Lewiston-Auburn	12	101.0	95.3	7.83
Portland	12	105.0	99.1	13.24

Md.		103.0	97.2	288.78
Baltimore	6	103.7	97.8	123.36
★ Cumberland	1	106.2	100.2	6.98
Hagerstown	5	99.7	94.1	8.36

Mass.		105.2	99.27	572.02
★ Boston	13	107.0	100.9	129.15
★ Brockton	17	111.1	104.8	9.19
Fall River	6	100.1	94.4	10.11
Holyoke	21	105.5	99.5	7.75
Lawrence	14	97.3	91.8	10.08
Lowell	1	104.1	98.2	10.44
Lynn	13	102.2	96.4	10.76
New Bedford	0	102.9	97.1	11.23
★ Pittsfield	9	114.2	107.7	8.34
★ Salem	14	124.8	117.7	8.60
Springfield	13	103.5	97.6	24.41
Worcester	0	101.9	96.1	26.25

Mich.		109.9	103.6	844.97
Battle Creek	16	99.9	94.2	8.51
Bay City	4	103.5	97.6	10.10
★ Detroit	4	111.6	105.3	249.65
★ Flint	10	120.7	113.9	37.48
★ Grand Rapids	1	106.4	100.4	30.81
★ Jackson	7	114.1	107.6	10.87
★ Kalamazoo	8	109.2	103.0	17.59
Lansing	0	105.7	99.7	19.26
Muskegon	4	104.5	98.6	9.31
Pontiac	4	102.2	96.4	12.26
Port Huron	0	100.9	95.2	6.29
Royal Oak-Ferndale	0	101.4	95.7	15.33
Saginaw	0	104.1	98.2	14.05

Minn.		103.4	97.6	349.82
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SM HIGH SPOT CITIES

RETAIL SALES FORECAST
(S.M. Forecast for November, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	Nat'l. Index 1959 vs. 1958	\$ (Million) November 1959
Duluth	5	100.5	94.8	13.41
★ Minneapolis ..	19	106.0	100.0	85.76
St. Paul	19	101.3	95.6	45.90
Miss.		111.4	105.1	139.35
★ Jackson	17	113.2	106.8	16.22
★ Meridian	17	109.0	102.8	6.10
Mo.		103.9	98.0	448.64
Joplin	4	100.6	94.9	6.00
Kansas City ...	18	105.6	99.6	77.14
St. Joseph ...	16	102.0	96.2	9.11
St. Louis	0	103.6	97.7	103.63
★ Springfield ...	21	107.6	101.5	11.89
Mont.		105.4	99.4	78.76
Billings	19	104.9	99.0	8.94
Butte	0	100.3	94.6	5.92
★ Great Falls ...	12	109.2	103.0	8.78
★ Missoula ...	7/12	109.9	103.7	4.45
Neb.		102.8	97.0	159.63
Lincoln	18	101.9	96.1	15.86
Omaha	18	103.9	98.0	40.71
Nev.		110.9	104.7	42.15
★ Las Vegas ...	10/17	107.1	101.0	13.96
★ Reno	24	116.6	110.0	13.04
N. H.		106.4	100.3	61.29
★ Manchester ...	12	106.5	100.5	11.03
★ Nashua	20	107.8	101.7	5.22
N. J.		102.3	96.5	636.08
Atlantic City ...	14	104.1	98.2	12.04
Camden	15	104.2	98.3	15.74
★ Elizabeth ...	10	108.2	102.1	13.87
Jersey City- Hoboken ...	14	100.1	94.4	25.47
Newark	11	103.6	97.7	58.92
★ Passaic-Clifton	14	106.4	100.4	20.40
★ Paterson	14	106.4	100.4	21.82
Trenton	18	94.2	88.9	23.37
N. M.		114.5	108.0	93.14
★ Albuquerque ..	24	115.1	108.6	29.20
N. Y.		100.8	95.1	1812.77
Albany	13	98.7	93.1	20.61
Binghamton ...	8	94.9	89.5	11.48
Buffalo	0	102.5	96.7	74.84
Elmira	0	99.3	93.7	7.85
★ Hempstead Township ...	24	114.7	108.2	127.37
Jamestown ...	2	101.2	95.5	6.26
New York	15	99.6	94.0	850.91
Niagara Falls ...	4	101.7	95.9	12.52
★ Poughkeepsie ...	7	107.2	101.1	9.19
Rochester	15	102.8	97.0	55.76
Rome	1	104.9	99.0	5.18
Schenectady ...	3	96.2	90.8	13.29
Syracuse	6	101.7	95.9	33.45
Troy	12	98.3	92.7	9.54
Utica	0	101.4	95.7	12.71

ONE..
SIX...
TWO..



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1 Rated first for testing among U. S. Cities in 75,000 to 150,000 population group! **6** Rated sixth for testing among all U. S. Cities due to stable economy. **2** Rated second for testing among all New England cities regardless of population.

Source: SALES MANAGEMENT

Robt. Burns is the latest in a distinguished line of products to select Portland, Maine as best for the test.

Other products recently tested in Northern New England's No. 1 market are Libby's Beef Stew, Nestle's Nescreme and Breck's Shampoo.

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SUNDAY TELEGRAM

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Only the **GLOBE** **TIMES** covers **BETHLEHEM, Pa.!**

Fact: Last year over 45% of liquor sales in the Allentown-Bethlehem market went to Bethlehem! So if you're looking for liquor business (or any other kind!) do as smart retailers do—use the one paper that goes to all Bethlehem families, the *Globe-Times*!

The Bethlehem Globe-Times

Roland L. Adams, Publisher
Gallagher-DeLisser, Inc., National Representatives

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Hungry, free-spending folks in Altoona really loaded up the grocery carts last year, pushing total food sales for metropolitan Altoona (Blair Co.) past the \$40-million mark. Healthy Altoona appetites lifted their market to 5th among Pennsylvania's 15 metropolitan area markets!

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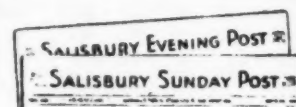
-SM- HIGH SPOT CITIES

RETAIL SALES FORECAST (S.M. Forecast for November, 1959)

	No. ★ Months Oct. of Past 24	City Index 1958 vs. 1958	City Index 1959 vs. 1958	\$ (Million) November 1959
N. C.		107.4	101.3	359.60
Asheville	9	100.3	94.6	10.31
★ Charlotte	20	108.2	102.1	28.48
Durham	11	100.4	94.7	9.74
★ Greensboro	24	113.6	107.2	22.73
★ High Point	23	110.7	104.4	7.58
Raleigh	11	100.5	94.8	12.52
★ Salisbury	5	111.8	105.5	5.25
★ Wilmington	1	106.2	100.2	6.69
★ Winston-Salem	12	114.3	107.8	18.01
N. D.		105.2	99.2	70.02
Fargo	21	105.7	99.7	8.67
Ohio		106.8	100.8	1015.75
★ Akron	11	109.6	103.4	42.56
★ Canton	4	109.2	103.0	18.87
Cincinnati	0	104.3	98.4	75.82
★ Cleveland	5	110.6	104.3	139.61
Columbus	18	97.3	91.8	63.98
★ Dayton	4	109.0	102.8	47.39
★ Elyria	3	109.3	103.1	5.39
★ Hamilton	4	110.8	104.5	10.42
Lima	0	101.3	95.6	8.41
★ Lorain	8	111.4	105.1	7.79
★ Mansfield	4	109.7	103.5	9.99
★ Middletown	8	111.5	105.2	6.13
★ Portsmouth	1	106.4	100.4	6.00
★ Springfield	7	112.0	105.7	22.99
Steubenville	0	101.4	95.7	7.63
★ Toledo	2	110.6	104.3	44.76
★ Warren	5	113.3	106.9	9.99
★ Youngstown	4	110.2	104.0	26.89
Zanesville	0	104.7	98.8	6.20
Okla.		101.8	96.0	211.41
Bartlesville	3	97.1	91.6	3.03
Muskogee	17	97.6	92.1	4.72
Oklahoma City	0	104.6	98.7	43.48
Tulsa	6	100.7	95.0	33.42
Ore.		107.4	101.3	196.44
★ Eugene	12	118.5	111.8	10.49
★ Portland	12	107.4	101.3	66.92
Salem	22	100.8	95.1	8.73
Penna.		108.7	102.6	1147.71
Allentown	16	95.8	90.4	17.26
Altoona	10	99.9	94.2	7.73
Bethlehem	4	99.6	94.0	6.92
★ Chester	24	106.4	100.4	11.26
Erie	0	103.8	97.9	17.90
Harrisburg	17	99.7	94.1	17.54
Hazleton	0	98.7	93.1	4.07
Johnstown	5	103.0	97.2	10.58
Lancaster	8	103.8	97.9	12.30
★ Norristown	24	112.1	105.8	8.00
Oil City	0	101.0	95.3	2.24
★ Philadelphia	12	115.0	108.5	266.50
★ Pittsburgh	5	108.8	102.6	97.89
Reading	0	101.7	95.9	15.10
★ Sharon	4	111.7	105.4	4.95
Scranton	6	97.9	92.4	12.66
Wilkes-Barre	12	99.0	93.4	9.87

ONE DOES THE JOB

Only the *POST* covers, sells Salisbury-Rowan, North Carolina. All outside metropolitan state papers combined have a circulation in Salisbury-Rowan but a fraction over 3,500. *POST* circulation over 18,000. 85,000 market.



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SM HIGH SPOT CITIES

RETAIL SALES FORECAST (S. M. Forecast for November, 1959)

	No. ★ Months Out of Past 24	City Index 1959 vs. 1958	City Index 1959 vs. 1958	\$ (Million) November 1959
Williamsport ...	0	102.2	96.4	6.18
York ...	10	104.8	98.9	11.43
R. I.		104.1	98.2	85.72
★ Newport ...	15	106.8	100.8	3.81
Pawtucket-Cen- tral Falls ...	0/15	102.2	96.4	9.28
Providence ...	16	103.1	97.3	33.11
★ Woonsocket ...	9	115.6	109.1	6.67
S. C.		106.8	100.7	158.47
★ Charleston ...	21	107.1	101.0	12.74
Columbia ...	17	101.4	95.7	15.38
★ Greenville ...	16	111.8	105.5	13.78
★ Spartanburg ...	9	113.4	107.0	7.31
S. D.		109.6	103.4	75.19
Aberdeen ...	8	99.9	94.2	3.99
★ Rapid City ...	20	116.3	109.7	7.87
★ Sioux Falls ...	22	110.2	104.0	10.31
Tenn.		105.0	99.1	277.17
★ Chattanooga ...	15	112.3	105.9	23.35
Knoxville ...	2	103.7	97.8	21.82
Memphis ...	3	103.7	97.8	58.90
Nashville ...	24	105.7	99.7	35.50



Wise space buyers will tell you ...
Pawtucket's \$5397 income per CSU is
highest of any R.I. daily newspaper city.*
Pawtucket Times coverage of this 104,896
ABC City Zone is 87% ... 400% more
than any other daily, 700% more than
any other evening newspaper!

*(SM '59 Survey)

Pawtucket Times

PAWTUCKET, RHODE ISLAND
Represented Nationally By
GILMAN, NICOLL & RUTHMAN

Texas		104.1	98.3	952.38
★ Abilene	20	107.9	101.8	8.89
★ Amarillo	24	114.8	108.3	19.71
★ Austin	24	109.0	102.8	20.36
Beaumont	9	100.6	94.9	14.56
Corpus Christi	4	98.9	93.3	20.29
★ Dallas	21	106.0	100.0	104.01
El Paso	24	104.9	99.0	26.86
Fort Worth	13	105.9	99.9	53.54
Galveston	1	97.0	91.5	7.46
Houston	0	101.4	95.7	109.66
Laredo	16	98.5	92.9	4.63
★ Lubbock	21	113.7	107.3	19.10
Port Arthur	12	95.1	89.7	8.30
San Angelo	15	105.8	99.8	10.46
San Antonio	19	104.9	99.0	56.16
Texarkana	1	99.6	94.0	6.81
Tyler	7	104.3	98.4	7.84
Waco	20	105.5	99.5	13.23
★ Wichita Falls	15	112.8	106.4	11.30
Utah		105.3	99.3	80.98
Ogden	16	99.2	93.6	8.44
★ Salt Lake City	10	107.6	101.5	35.22
Vt.		103.4	97.6	38.61
Burlington	22	105.0	99.1	5.82
Rutland	9	102.0	96.2	3.15
Va.		104.4	98.5	326.88
Danville	2	100.5	94.8	5.71
★ Lynchburg	11	109.3	103.1	7.24
Newport News	6	100.2	94.5	10.70
Norfolk	0	100.8	95.1	31.61
Portsmouth	14	100.7	95.0	9.37
★ Richmond	24	111.0	104.7	41.78
Roanoke	10	103.5	97.6	12.73
Wash.		106.3	100.3	297.71
Bellingham	8	100.5	94.8	3.58
★ Everett	18	107.2	101.1	6.94
★ Seattle	18	110.3	104.1	91.11
Spokane	0	101.9	96.1	25.82
Tacoma	10	103.1	97.3	22.31
Yakima	15	100.4	94.7	8.84
W. Va.		103.6	97.8	146.90
★ Charleston	7	107.9	101.8	17.45
Huntington	7	99.4	93.8	12.05
Wheeling	0	103.9	98.0	9.61
Wisc.		104.3	98.4	412.17
Beloit				
Janesville	0	101.5	95.8	9.26
Green Bay				
Appleton				
Neenah				
Menasha	4/16	98.7	93.1	19.85
★ Kenosha	7	123.4	116.4	8.05
La Crosse	15	102.4	96.6	8.06
Madison	17	101.9	96.1	17.38
Milwaukee	18	105.4	99.4	103.68
★ Oshkosh	4	108.8	102.6	6.68
★ Racine	6	108.4	102.3	10.48
★ Sheboygan	2	109.7	103.5	6.45
Superior	5	99.3	93.7	3.74
Wyo.		108.3	102.2	41.16
Casper	13	100.8	95.1	6.74
★ Cheyenne	24	118.4	111.7	6.67

CANADA 104.0 100.0 1365.60

Alberta

Calgary ...	3	102.1	98.2	21.65
★ Edmonton ...	5	110.1	105.9	27.01

British Columbia

★ Vancouver ...	7	105.1	101.1	59.84
Victoria ...	15	98.8	95.0	11.38

Manitoba

★ Winnipeg ...	19	105.2	101.2	33.06
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New Brunswick

★ Saint John ...	12	116.5	112.0	7.34
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Nova Scotia

★ Halifax ...	9	105.7	101.6	11.74
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Ontario

★ Hamilton ...	4	110.2	106.0	26.91
★ London ...	21	112.4	108.1	16.60
★ Ottawa ...	20	112.6	108.3	26.84
★ Toronto ...	24	106.3	102.2	141.41
★ Windsor ...	3	107.8	103.7	12.70

Quebec

Montreal ...	18	101.7	97.8	126.98
★ Quebec ...	9	104.0	100.0	19.10

Saskatchewan

Regina ...	14	93.3	89.7	12.33
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EXECUTIVE SHIFTS IN THE SALES WORLD

American Cyanamid Co. . . .

R. T. MacAllister elected vice president for sales and advertising of Formica Corp., a subsidiary.

American-Saint Gobain Corp. . . .

Alain du Breil named to new post of vice president-coordinator of sales.

American Telephone & Telegraph Co. . . .

Harry D. Lohman appointed sales manager, Western Electric Co., manufacturing subsidiary.

American Viscose Corp. . . .

John Keth named sales manager for Avisco meat casings, Film Division.

Arnold Bakers, Inc. . . .

Leroy A. Rice appointed vice president in charge of sales.

Boiler Engineering & Supply Co., Inc. . . .

Joseph A. Hohenleitner made sales manager, Continental Boiler Division.

Columbus Plastic Products, Inc. . . .

Donald S. Poulton promoted to director of marketing and sales.

E. I. du Pont de Nemours & Co., Inc. . . .

Thomas H. McCormack appointed general director of sales of new Industrial and Biochemicals Department. John H. Daughtridge becomes director of sales, Industrial Chemicals Division.

General Aniline & Film Corp. . . .

Edward R. Heintz named manager—dyestuff industry sales, Dyestuff and Chemical Division.

General Foods Corp. . . .

Thomas S. Thompson named national sales manager, Maxwell House Division.

Hoffman Electronics Corp. . . .

Jack G. Anderson appointed to new post of vice president-marketing, Hoffman Laboratories Division.

Kimberly-Clark Corp. . . .

William J. French named sales vice president, consumer products; and William W. Cross, sales vice president, industrial products.

Kropp Forge Co. . . .

John H. Nelson named to new post of vice president in charge of sales.

McCulloch Corp. . . .

Carl A. Peterson named director of marketing.

Pittsburgh Plate Glass Co. . . .

Richard P. Bell made general manager, paint sales, Merchandising Division.

Robertshaw-Fulton Controls Co. . . .

Thomas A. Smith named sales manager, Acro Division.

United States Rubber Co. . . .

Charles H. Baldwin appointed general sales manager of manufacturers' products, Footwear and General Products Division. Thomas R. Grimes named sales manager, Koylon foam seating.

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ADMINISTRATIVE ASSISTANT

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Asst. to Vice President, Sales

Cecelia Santoro

ADV. SERVICE MANAGER

Madeleine Singleton

PRODUCTION MANAGER

Virginia New

DIVISION SALES MANAGERS

New York—W. E. Dunsby, Wm. McClenaghan, Elliot Hague Robert B. Hicks, Dan Callanan, F. C. Kendall, Ormond Black, 630 Third Ave., New York 17, N. Y., YUKON 6-4800.

Chicago—C. E. Lovejoy, Jr., Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, Robert T. Coughlin, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOOLAND 2-3612; (space other than publication or broadcasting accounts), M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., DUNKIRK 8-6178; or 681 Market St., San Francisco 5, Cal., EXBROOK 2-3365.

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Local Color

The other day, at a Sateve-post luncheon, that publication gave an Arizona ghost town to a pretty blonde who works for J. Walter Thompson. She won the town as first prize in a jingle contest the Post ran among influential.

Breaking bread with us was Caskie Stinnett, high in the public relations echelons for Curtis Publishing Co. He's returned from a seven-month sabbatical in Paris, where he wrote a second novel. (Random House, spring list. His first was "Will Not Run February 22.") Once, during his stay, he was overcome with homesickness. The only American film he could find, as antidote, was a creaking old Western, featuring Walter Brennan. In one scene, Brennan, a grizzled prospector, shambled into a saloon, pounded on the bar and bellowed, "Gimme a shot of Redeye!"

The French subtitle read, "Un Dubonnet, si'l vous plait."



It's Monier Coffee!

For months New Yorkers have been listening to the blonde tones of Jean Martin (who happens to be wife to the company's president) singing praises of Chock Full O' Nuts coffee. "The secret ingredient of this coffee is money!" purrs Miss Martin.

Her sales talk: Chock Full spends more money for its coffee beans.

But several other coffee processors must have misunderstood. Out in Chicago, North Woods coffee has taken to including 7 cents in each can. Maryland Club coffee hides a secret amount in its cans. And in a California promotion, Butter-Nut puts a quarter in each pound can, 50 cents in the two-pound size.

Nothing secret about that.



Horseflesh and Apple Jack

The Mint Julep, traditional at Louisville's Derby, had better look to its honors.

On a bright, summer day recently we went out to Monmouth, N. J., where we witnessed an attempt by Laird Co., maker of Apple Jack, to unseat the Julep, in the Jersey stretch.

The company decided to mount its attempt on the occasion of the running of a stake race for two-year-olds, called The Sapling. At the bar, that day, Laird introduced the "Apple Sapling," a tall drink bearing no resemblance to a Julep, save in the single garnish of mint; served the drink in a special glass with "The Sapling, Monmouth Park" fired into the design; gave the glass to the drink's purchaser.

Said a Laird spokesman: "The Apple Sapling will be to The Sapling what the Mint Julep is to the Kentucky Derby."

Well, a lot of race followers have been making saplings of themselves for years. They might as well be refreshed while doing it.

Southwestern Hospitality

Among our correspondents is one berthed in Amarillo.

A born storyteller, like all Texans. But sometimes fact and fancy get a little confused. He says this one is fact: At a recent automobile show in Dallas, the huge auditorium was jammed with block-long Cadillacs, Imperials, Continentals, all air conditioned. The glare from the chrome almost obviated the need for lighting.

On his way out, our man passed a display of tiny foreign cars tucked in a corner and occupying an area the size of a ranch house livingroom. Over them hung a sign which said simply:

"Take one."

Come Armed

The phone of one of our editors rang. The muffled voice of our switchboard operator whispered that Miss Ecker had better come to Reception right away. Two men wanted to see her. The two turned out to be Wells Fargo men, replete with pistols. "Are you Miss Ecker?" one asked, in a no-nonsense voice. She nodded, about to tell him she'd go quietly. "Miss Alice B. Ecker?" She managed another nod. Said he: "Then we have a valuable package for you."

It was from The Gorham Co., silvermakers. Inside the box were a jar of cucumber marmalade (!), a jar of blackberry jam and—two silver spoons of the company's latest design.

When her hands stop trembling Miss Ecker will use gift and read the press release that came with it.



Fashion Is Where You Find It

Since men's wear manufacturers have their sales problems, it had to happen.

The current issue of Gentleman's Quarterly is using two foot soldiers of Castro's Army—as models! The publication, noting the trend to beards on people from beatniks to tycoons, decided to help manufacturers sell by topping clothes with, shall we say, hirsute adornments—beards to you.

But where to find bearded models? Cuba, of course—where a beard is the hallmark of Dr. Castro's revolutionaries. G.Q. found the Castro men, hardly camera-shy, delighted to oblige.

You'll see the two wearing the latest in what the magazine calls "Coats representative of today's 'revolutionary' outerwear."

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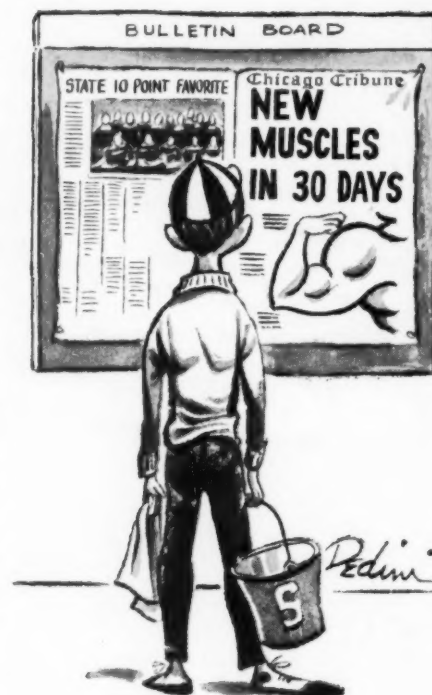
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